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American business has received a challenge from the federal government in a national experiment to find jobs for 500,000 "unemployables." The major purpose of this descriptive report was to develop hard facts for use by business men in making decisions concerning participation in the program. The content includes sections on: (1) Who Are the Hard-Core, (2) The Ingredients for Success, (3) The Problem of Recruiting, (4) Screening, Interviewing and Testing, (5) A Candid View of the Training Problem, (6) Anticipate Personal Problems, (7) Getting Help from the Government, and (8) Industry and the Community. The appendixes contain local sources of help in 80 major cities throughout the United States, regional offices of key manpower agencies, private sources of training assistance, and a glossary of agencies engaged in working with disadvantaged youth and hard-core unemployed. (DM)

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WHAT CAN YOU DO ABOUT THE HARD-CORE UNEMPLOYED?

RESEARCH INSTITUTE OF AMERICA

STAFF RECOMMENDATIONS

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Research Institute
Staff Recommendations

June 18, 1968

WHAT CAN YOU DO ABOUT THE HARD-CORE UNEMPLOYED?

An unprecedented challenge has been hurled at American business: to cooperate with the Federal Government in a bold national experiment to find jobs for 500,000 "unemployables."

Because you, as a businessman, will undoubtedly be asked to "do your bit," the Research Institute has prepared this special report. Whether or not you decide that you can pledge your company to provide jobs, there are some hard facts you will need to know: the obstacles, the pitfalls, the sources of guidance and financial assistance, the odds for and against success.

The small businessman, especially, must make his decisions on the basis of the everyday realities of his own company. It is our earnest hope that this report will help Research Institute Members make that difficult decision.

RIA Staff

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WHAT CAN YOU DO ABOUT THE HARD-CORE UNEMPLOYED?

Hottest four-letter word on the national scene today is JOBS! It has been pushed into new prominence by the National Alliance of Businessmen as the answer to the problem of the hard-core unemployed. But "jobs" has long been evident in the vocabulary of the U.S. Department of Labor, the Urban Coalition, the Urban League and countless others. These disparate groups all share the conviction that jobs can provide the ultimate solution to a mixed bag of national problems: the crisis of the cities, poverty, crime, violence, and unequal opportunity.

If jobs are indeed the answer, then industry must be the answerman. The government can offer some inducements, but only the private sector can provide the opportunities. Thus, with the unemployment rate at an unprecedented low, private industry is being asked to do the "undoable" and employ the unemployable. Although the first appeals have been aimed at the industrial giants, the gauntlet has been thrown to the entire American business community. The pressure is already on many small companies to help meet the target: 100,000 jobs for the "hard-core" this year; 500,000 by 1971.

What will you do when they come knocking at your door? Businessmen around the country are wrestling with that question. The company that cannot decide what it can or should do stands a good chance of getting frightened into doing something wrong.

The full implications of industry's enormous assignment are only beginning to be understood. A definition of the term "hard-core" hints at some of the problems: these are the drop-outs, the culturally deprived, the unskilled, uneducated, and inexperienced. They have language problems, medical problems, transportation problems and family problems. They may also have abilities, but if so, most of them don't know it. And many of them don't believe that industry really wants them.

Can industry transform this hard-core into productive wage-earners? The answer must be "Yes, if...;" if it is willing to put aside its selection standards, relax its discipline policies, redesign its entry jobs, provide fundamental training, cushion the impact of personal frictions, set guidelines for supervisors and absorb the backlash. Federal funds will be made available to help business pay for recruiting and training, but odds are that most companies will find these inadequate to cover all the indirect costs.

Where does the small businessman fit in this picture? Some doubt that he can afford to assume any part of the burden. Others ask, "Can he afford not to?" For many businessmen, the answer will be shaped by very personal considerations: a feeling of social obligation, a fear of the consequences of inaction, the pressure of community reaction.

Some businessmen will be influenced finally by practical considerations: the urgent need for new sources of unskilled labor; the cost of preventive steps now as compared with the potentially higher cost later of racial violence, crime or welfare; the hope of expanded markets and the public image pay-off; or the preference for any solution which keeps control in the hands of free enterprise rather than the government.

This Staff Recommendations was prepared to help the responsible business executive resolve his company's dilemma on a rational basis. Institute analysts have talked to representatives from business, community organizations and employment agencies. We culled the experiences of companies that have pioneered in working with the hard-core. We interviewed government funding agencies and training specialists. And from this wealth of data we have extracted the guidelines that will be most pertinent to the small or medium-sized company.

Throughout these pages you will find that we've pulled no punches regarding the problems and the pitfalls. You will also find that the discussion cuts a logical path through the maze of uncertainty so that it can serve as a roadmap for any company that wants to join the national effort.

The Appendix, starting on page 25, provides sources in your own local community to which you can turn for assistance in recruiting, training, counseling and funding for your company's hard-core program.

Who are the hard-core?

If your company is located in or around one of the 50 largest cities in the United States, your local representative of the National Alliance of Businessmen is bound to ask you to pledge your quota of jobs for the hard-core. But unless you try to qualify for federal funding, he will let you define "hard-core" loosely. In some communities, the pressure may come from the city hall, the Chamber of Commerce, or leaders of religious groups. In any case the definition of "hard-core" tends to vary depending on local population mix and other regional factors.

As a result, the campaign to find jobs for the hard-core unemployed is seen by many as simply one prong of the fight against racial discrimination. Certainly, Negroes account for a large proportion of the unskilled unemployed. And Negro rights groups are playing an important role in drawing these people into the mainstream of the economy through every available means.

But the term "hard-core" actually embraces a broader group: it includes all those who have been trapped in the poverty of the ghettoes, who are either jobless or are underemployed at jobs which fail to provide a decent living.

Detroit, which has set up a special placement service for them, defines the hard-core as persons who have been jobless for six months or more, have less than $3,000 annual income for a family of three, and have no marketable skills.

The Federal Government's definition, used as a qualifying test in its subsidy programs, is even broader: "...poor persons who do not have suitable employment and who are either (1) school drop-outs, (2) under 22 years of age, (3) 45 years of age or over, (4) handicapped, or (5) subject to special obstacles to employment."

In the definition of individuals eligible to participate in the MA-3 program, "Special Obstacles to Employment," includes (a) unskilled or service workers who have had two or more periods of unemployment during the past year totaling 15 weeks or more, (b) workers whose last jobs were in occupations of significantly lower skills than their previous jobs, (c) workers who have family histories of dependence on welfare, (d) workers who have been permanently laid off from jobs in industries which are declining in their region, e.g., agricultural coal mining, etc. and, (e) members of minority groups.

Regardless of precise definition, the outstanding characteristic of the hard-core unemployed worker is that he has a basic handicap, or more usually a range of handicaps. Most often it is race. Sometimes it's language: one out of four is Spanish-speaking -- Puerto Rican or Mexican-American. Often it is lack of education -- sixth grade on the average. Many are functional illiterates. Lack of skills is almost universal. Health is usually poor, with need for dental work and eyeglasses very common; the average member of the group has seen a doctor only once in his life. Chances are the hard-core man has been arrested and spent 30 days or so in jail for minor offenses. That is a candid picture of the person you are being asked to employ.

Ten short years ago such a challenge would have seemed revolutionary. Today, it is not only being accepted -- it is being met. And business is leading the way.

New perspective for the private sector

While there is no gainsaying the importance of the role big business is playing in working cooperatively with the government to transform the hard-core into productive workers, the small businessman must face his own special problems before deciding to follow suit.

In approaching small businesses in their communities, most business leaders have tended to pitch their appeal at both altruism and enlightened self-interest. But most small businessmen, with a competitive position to maintain, will need some hard-headed, dollars-and-cents reasons for taking on the problem the hard-core present. In communities where labor shortages are tightest, availability of federal funds for training may be a compelling factor. Communities that have confronted the realities of ghetto riots will have their own dollar-yardstick.

In the final analysis, the prime prerequisite may be a willingness to take a longer-range view of costs. No one -- not even the most deeply committed -- can pretend that the immediate, short-term costs to business will be small. But when the investment is measured against the long-range benefits to the company, the community and the economy in general, another kind of balance sheet emerges. Call it "investment in the future," call it "insurance" or call it "preventive measures," each company will have to decide for itself how much red ink it can live with in the meantime.

Background for action

The pilot experiment in a joint government-industry attack on the hard-core unemployed was launched in 1967. The inducement for industry was a Federal commitment to assume 100% of the added costs of on-the-job training, over and above what industry would normally pay for traditional sources of labor. The program was ultimately expanded to six private employers in 10 major cities.

One lesson learned from the "Ten Cities Program" was that industry itself is best equipped to prepare and train the disadvantaged, but that the cost of successful preparation and on-the-job training for this group can run as high as $2,300 per trainee. Clearly, the problem could only be tackled by industry and government working together.

The "Job Opportunities in the Business Sector" or JOBS program, launched in January 1968, was the logical outgrowth of these earlier projects. Industry added the weight of 50 leaders in the largest metropolitan cities throughout the United States, through the specially-established National Alliance of Businessmen, to help promote the drive to absorb the hard-core into productive jobs. Working in cooperation with the Labor Department's Manpower Administration, the NAB's first assignment was to get job pledges from industry and help cooperating companies apply for Federal funds under the program known as MA-3. The plan provides for the cooperating companies to bear the normal training costs and the government to pay the extra costs of special training, transportation, correction of health problems, personal counseling and other special help.

Initial efforts of NAB have been directed to the 50 designated cities. (See the Appendix, beginning on page 70.) Ultimately, the project will be expanded into other cities and the rural areas as well.

Overall, NAB expects to meet the quotas set for its initial drive. However, with the closing down of its major source of government funding, on May 15, the Alliance may find its persuasive powers sharply limited. Although there is every expectation that there will be a resumption of contracts similar to those in the MA-2 and MA-3 programs, until a new start-up date for the acceptance of proposals is set, business can merely speculate on what the terms will be.

Early experience indicates that many smaller companies are leary of the complications of government funding. Many have felt that the MA-3 was designed for the giant employer. While the program provided for a consortium or pooling arrangements, the main target was the employer that could offer 50 or more jobs. This obviously ruled out the smallest plants. Other small companies simply preferred the freedom of going it alone. In any event, the temporary halt may serve as added reason to play the game of wait-and-watch. Industry in general still has much to learn about the problems of absorbing the hard-core. The smaller company especially will find it important to proceed slowly and carefully to explore the situation in its own community and to make use of the experience of others.

RIA recommendation: The next few months will be critical. The urgency of the objective may leave little time for philosophizing. Community pressure will be strong. Top management will have to take advantage of every opportunity to observe, to evaluate resources, to make contacts with local agencies and to weigh the impact on its present organization. Our research leaves no room for doubt: For most companies, working with the hard-core unemployed is a new ball game with rules of its own. And more harm can be done by rushing in without adequate preparation than by a reasonable delay. In order to be effective, industry must be more than just willing, it must be prepared.

The ingredients for success

There is no magic formula for dealing with the complex problem of the hard-core unemployed. Research Institute analysts who attempted to distill sound guidelines from the accumulated experiences of other companies found that community factors made generalizations next to impossible. In fact, you can probably uncover contradictory evidence in one company for every "basic rule" that will be offered in another. Inevitably, each company will have to hammer out its own plan of approach. The best you can do is to examine the experiences of others and decide for yourself what implications there are for you. Thus, Research Institute offers no models; the ingredients listed below merely represent the facts as we found them.

From our observation of companies which have undertaken the task of recruiting from the ranks of the hard-core, the most successful seemed to have these ingredients in common:

- They were hard-headed realists with no pretension about their role. Starry-eyed idealism had no place in the picture -- either in individual attitudes or company policy.

- They set realistic goals in policy planning, and were tough but fair in policy execution.

- They did not look to the hard-core as a convenient source of cheap labor. In the first place, these projects aren't cheap; you must be prepared to spend some money to make them work. In the second place, the hard-core unemployed -- or the minority-group organizations that work with them -- are quick to sense when somebody is out to use them and they aren't likely to go along.

- By the same token, the companies with successful programs did not go into a half-hearted hard-core hiring program as window dressing, to curry favor with local minority groups or civic leaders.

- They neither feared nor fawned on the minority leaders. They accepted help from such groups without acting as if they were buying their way out of trouble or paying off a bunch of racketeers. Attitude was, "We may or may not agree with these people, but they are making an honest effort to better their community and we won't get to first base unless we treat them accordingly."

- They looked into the various Federal programs that subsidize manpower training. Many were able to recover most of their extra costs. The MA-3 program, for example, put up as much as $3,500 a man.

- They did not depend on regular personnel people nor on conventional screening techniques. They developed new procedures to deal with the special problems of hiring the hard-core.

- They had no expectation of easy success and were able to weather minor failures without discouragement.

- They were willing to experiment with new approaches to recruitment and selection, and they responded quickly to unpredictable problems of adjustment.

- They kept in close touch with supervisors and provided back-up support to assist in handling on-the-job problems of friction and discipline.

- They made it unmistakeably clear to their staffs, from top to bottom, that top management was 100% behind the project and that the same was expected of them.

These are the qualities that made it possible for them to cope with all the problems of recruiting, selecting, training and adjustment. These problems are discussed below.

The problem of recruiting

On paper, the JOBS program provides that the government will identify and locate the qualified unemployed. The cooperating company will merely have to make available the jobs and train them. In practice, however, industry has found that it may have to beat the bushes to find the hard-core unemployed. Caught up in the ghettos, these people are often cut off from the mainstream of industrial life. They are there, but it takes effort and imagination to reach them. In southern New Jersey, for example, not a single applicant showed up for a publicized program of job training for unemployed migrant workers. Yet intensive recruiting found 300 applicants in two and a half weeks.

The usual approaches won't work. Want ads, TV and radio spots, notices posted outside the factory, private employment agencies, aren't effective here. Many of the hard-core are functionally illiterate; they don't read newspapers. And even if they do hear or read about a job, they may not relate to it because repeated turn-downs have given them a low opinion of themselves. A man who has never succeeded in finding more than casual day labor doesn't think of himself as a potential factory worker or business employee.

In fact many hard-core don't even know what jobs exist, let alone where they are. One Harlem survey revealed that the average teenager could think of the names of only six kinds of jobs. In fact, this is a basic cause of hard-core unemployment: a communications breakdown that cuts these people off from society; they do not relate themselves to the jobs society has to offer and they cannot bring their potential skills to the attention of employers.

In most communities the best source of recruits has been the local State Employment Offices. It is their prime responsibility to keep track of job seekers and they have been enlisted under the JOBS program to recruit and certify the hard-core group for employers who want to apply for Federal funding. The Concentrated Employment Program serves a similar function in C.E.P. cities. (See Appendix for a full listing of C.E.P. cities.) However, local agencies vary widely in effectiveness from state to state and from one local office to another. The best way to check may be through other companies that have used the local service.

Early recruiting efforts made it clear that many minority group people have become so discouraged they don't bother to look for work and are not on any Employment Service lists. In such cases, companies have had to reach directly into the poverty neighborhoods for recruits. Some have sent their own recruiters into the ghettos, as Ford does with its Inner-City Recruitment Plan in Detroit. The smaller companies have turned to outside agencies to do the recruiting for them.

Here are some of the places where help is available either free or at a price in most cities:

- City Hall. The hard-core is a problem the Mayor is worrying about and he may have set up machinery to find recruits. The Chamber of Commerce often offers to help. Both sources can fill you in on the experience of other companies in your area. Their chief value is in telling you where to look, not in actually supplying recruits.

- Churches, settlement houses, and other neighborhood organizations in minority group areas are usually able to help find applicants. But they probably won't have facilities for screening or pre-job training.

- The local Community Action Agency that coordinates the Federal anti-poverty program in some cities is a good bet. The CAA has centers and workers in disadvantaged neighborhoods, and it is familiar with all the local job-training programs. In fact, it probably sponsors such programs itself.

- Many cities have non-profit private agencies, such as Detroit's Career Development Center, which train and place minority group workers. Any of the more than 65 Opportunities Industrialization Centers, Negro self-help organizations in cities from coast to coast, will deliver trained workers for a fixed fee per head.

- Civil rights and other minority group organizations are a major source of recruits in many communities. These organizations range from the relatively conservative Urban League, which has been finding jobs for Negroes for several decades, to the militant Black Nationalist groups and radical advocates of Black Power.

Like the state employment offices, the local representation of these groups varies widely in effectiveness. Their coverage is spotty, and since not every agency will have a local branch in every area, it's impossible to generalize. The effectiveness of the moderate Negro groups likewise varies from city to city, depending on how well they can convince local hard-core unemployed that they can actually produce jobs.

In some cities a considerable minority of businessmen report that the militant Negro groups provide the most competent and conscientious workers, presumably because these are the people most likely to make strenuous efforts to improve their place in society. In the words of one expert familiar with the concepts of Black Power, this "may mean hostility but it also means that some Black Power leaders won't have truck with the incompetent people of their own race."

RIA caution: Experienced companies repeatedly voiced this warning: Don't get caught in the middle with two or more of these organizations. Each will demand that you deal with it exclusively. Experienced businessmen warn against making an exclusive deal with any group, since it puts you under their control to some extent.

- Finally, you can hire someone to do your recruiting for you. Firms such as those listed in Appendix C, page 77, will not only handle recruitment but will take over the whole operation -- selection, remedial education, orientation, and counseling -- on a package deal.

RIA observation: Check also Appendix A, beginning on page 25, for a listing of other agencies and sources of help available in your own city. Facilities are expanding constantly, and effectiveness often depends upon specific individuals. Make your own inquiries and your own assessment before firming up your own plans.

Once you find them, how do you screen them?

One of the most persuasive arguments in favor of turning over the entire job of recruiting to a qualified outside agency is the difficulty of screening the hard-core after you've rounded them up. The typical Personnel Director has neither the experience nor the tools to rely on in making predictions regarding on-the-job success for such applicants. Among companies which have already tackled the problem, there's complete agreement that traditional standards go out the window when you undertake to hire the hard-core. Otherwise, few applicants will qualify.

Application blanks or questionnaires will probably turn out to be useless. Application forms which are designed to weigh past employment history, educational achievements or personal background will hardly apply. Watts Manufacturing Company, a Lockheed subsidiary set up in the Los Angeles ghetto, says, "We use a standard form but we don't insist they fill in all the blanks." One of the big auto companies simply asks for name, Social Security number, job experience and record of convictions.

Companies with hard-core programs vary in their attitude toward police records. Some have simply followed the rule of ignoring minor offenses that are unrelated to the job in question. Xerox puts it sensibly: Trainees with records are selected if they show "little likelihood of repeating prior criminal or anti-social acts." In cases where the offense was a serious one, Xerox interviewers note whether "the applicant spontaneously indicates remorse because of the anti-social effects of his behavior."

Bonding may also be a problem, although some assistance may be available from your local Manpower Administration Office. Bonding companies will probably be reluctant to include employees with arrest or conviction records and you may have to cover the risk yourself, as Equitable Life does, for example. After the worker has been on the job for a couple of trouble-free years, the bonding company may be ready to cover him.

Typical screening tests are of no more use than conventional application blanks -- they screen out automatically the very people you are looking for. Hard-core disadvantaged have been conditioned to fail in a classroom atmosphere, their educational and cultural backgrounds are minimal, they lack written communication skill, they panic when working against time, they know that tests are often designed to screen out minority group members. Put all these things together and they are almost certain to score low on conventional paper-and-pencil tests.

RIA observation: This does not mean that the intelligence range of hard-core applicants is necessarily below average. A study of some 60,000 intelligence and aptitude tests given to Americans at all economic and social levels, indicates that the lowest economic groups have essentially the same range of intelligence and potential skills as the general population. Psychologists report that despite the handicaps that hide the ability of the disadvantaged, they have found IQ's in welfare recipients ranging up to a startling 175.

Ordinary intelligence and achievement tests may be little use in screening, but tests can be a valuable tool for diagnosis. They give information about education and skill deficiencies that help to place an applicant in a remedial program. "You have to know who you're working with," a life insurance executive points out.

Tests can also give insights into aptitudes. Dr. H. Greenberg, a psychologist who has specialized in the testing and training of the disadvantaged, places great emphasis on tests that identify personality traits related to various jobs. His organization, Marketing Survey & Research Corp., reports some notable successes with this technique, such as placing 200 Puerto Ricans, drawn from the lowest economic levels, in professional sales jobs that they were able to handle successfully.

Local State Employment Service offices or Concentrated Employment Program offices can help with testing. But the best bet, in the long run, may be to get your hard-core recruits through "feeder" agencies that specialize in preparing these groups with pre-job screening and training.

Some sources indicate that a really good interview will usually give the company more information about an applicant than conventional testing. But successful interviewing of the hard-core requires a great deal of patience, understanding, and courtesy. Even professional personnel people may find it difficult to do this sort of interview, if they think along conventional lines.

A Negro instructor who has successfully trained many hard-core people for jobs warns interviewers not to get too friendly too quickly. "These kids are suspicious. If you try to buddy up to them too soon, they will think you're making fun of them. And don't paint the job in too rosy colors. The applicant can sense it when you are laying it on thick, or dressing up a job to make it sound better than it really is, such as calling a janitor a custodian, or a cleaner a sanitation specialist. Play it straight or you'll have trouble."

The same man gives some special insights into the problems of interracial communication: "Few Negroes understand that the white man can be stupid just like anybody else. We think the white man can't be stupid because he is The Man. He has kept us down for three hundred years, so when he talks stupid we assume he is being devious, leading us on with big promises. He can't be stupid and have oppressed us. So when he talks big, he's sneaky. You get it?"

The Xerox Corporation, which started experimenting with hard-core hiring two years ago in its Project Step-Up, has developed special interviewing techniques for measuring the motivation of applicants. Designed to produce consistent results from the reports of different interviewers, the technique is specifically related to disadvantaged applicants. The questions explore such things as the way the applicant spends his spare time, his relationship with his family, previous efforts to get a permanent job, his awareness of "behavior which is socially acceptable in an industrial situation." Although the company still considers Project Step-Up experimental, Xerox feels the program has helped select highly motivated workers. Xerox will supply single copies of its screening handbook to other companies as long as the supply lasts. Write: Dr. Henry Brenner, Xerox Corporation, Xerox Square, Rochester 14603.

Xerox's research-minded personnel department does its own testing and interviewing. Many experts feel, however, that the average company will do well to take this procedure out of the hands of its regular personnel people.

An official of a public manpower program goes further: "There are two things to be wary of: The higher up you go in the power structure of business, the less first-hand knowledge of the disadvantaged you find. Top executives are not at home with poverty or the special problems of the illiterate. Some of them are not even very close to their own company's operational training problems...Business executives often are happier with business problems than with social problems. And they're trained to avoid stepping on toes in their own companies."

RIA recommendation: The people best qualified to bridge the credibility gap may be your youngest managers and junior executives. Be careful *not* to assign anyone who is overly sentimental. The "do-gooder" can be as bad as the bigot in the role of communicator.

A candid view of the training problem

Any company attempting to train the hard-core will have to assume that remedial education is essential, particularly communication skills -- reading, spelling, basic arithmetic. Some programs add citizenship, and health and safety. Unless you are prepared to cope with these needs, your program will be doomed before it starts.

You can start with the assumption that the poor speak another language. Minority groups like the Puerto Ricans or Mexican-Americans may be functionally illiterate in their own language as well as in English. But the language of the ghettos may be just as foreign to the business scene. Thus, the training program must provide for some degree of basic education, along with job orientation and instruction in job skills.

Nor will the hard-core make easy pupils. In fact, early associations with education -- if any -- are bound to be *negative*. Having failed in school and dropped out, they associate formal education with defeat. For this reason, the most effective remedial education has been in a non-schoolroom atmosphere, usually small groups meeting with an instructor, each person proceeding at his own pace and receiving individual attention. Some may progress with remarkable speed. Some will be so far behind at the beginning that they will take a long time to catch up. In the words of one employer, "You cannot assume that these people know *anything*. That is why training courses are so tough to design."

Some companies have been able to lighten the training load by hiring workers who have been through remedial education or "feeder courses." Job Corps and Neighborhood Youth Corps graduates will already have had help in raising their English and arithmetic skills to an acceptable level. Companies that decide to fill the education gaps *after hiring* must not only find qualified instructors, but also set aside classroom space and develop courses. Ready-made remedial education courses, including audio-visual materials, are presently appearing on the market. See Appendix C, page 77, for a detailed listing.

The most realistic solution for the smaller company is to turn to outside sources to provide the teachers and facilities. Your local school system is a possible source of help, but there are advantages to avoiding conventional classroom techniques. Remedial education works best when the student sees it tied directly to a job situation -- both in the way the subjects are presented and the setting of the teaching situation. This is one reason why a new vocational school in a mid-Western city has just been installed in a factory building, and is run by a "general manager," not a principal.

Equitable Life, for example, found that an excellent typing teacher was not successful with high-school drop-outs because of her conventional "commercial course" approach. Equitable abandoned attempts to employ its own teaching staff and instead contracted out its program to a non-profit agency that specializes in teaching the disadvantaged.

Its choice was the Board for Fundamental Education, an Indianapolis-based organization that is one of the oldest in the field. BFE has developed a special curriculum for the disadvantaged that emphasizes a highly personalized approach. The classes are run like seminars and the teachers frequently come from disadvantaged backgrounds themselves. A four-grade improvement in educational skills takes about 150 BFE classroom hours and costs $300 to $400.

There is a wide range of other organizations that offer remedial teaching programs to industry. Some, like BFE, are non-profit; others, including subsidiaries of large super-corporations, are operated as businesses. Among the latter is MIND, Inc., a subsidiary of Corn Products Company, in Greenwich, Conn., that uses a system of programmed teaching originally developed for the National Association of Manufacturers. MIND uses neither teachers nor classrooms in the conventional sense. The student listens to tapes coordinated with a text; he progresses as rapidly as he can give the right answers to the programmed questions. The course is run by a human "monitor" whose job is to set up the audio system and act as consultant and assistant to the trainee.

MIND reports success in increasing reading and spelling skills by averages of 2 to 6 grade levels, and arithmetic skills by 3.1 grade levels, in 80 hours of trainee time. A MIND course costs about $400 per student. Its more ambitious 6-month course, labelled PHD (Program for Human Development), provides 440 hours of instruction, periodic follow-up and trouble-shooting on a 24-hour call basis for a flat fee of $2,400 per man. For details concerning costs, start-up dates and schedules, contracts, etc., contact the nearest MIND office or Mr. Lawrence T. Knauff, Vice President, MIND, Inc., 18 West Putnam Avenue, Greenwich, Conn. 06830. Phone: (202) 869-1350.

On-the-job problems of adjustment

Remedial education is only one of the things the hard-core worker is going to need. Most will also require help in approaching the job situation itself. It is impossible to exaggerate the difficulties that many encounter in attempting to understand and conform to the taken-for-granted groundrules of a 9-to-5 job. For the chronically unemployed accustomed to an aimless existence, the mere discipline of a five-day work schedule represents a tremendous change.

One study made by a big corporation suggests that problems with attendance and punctuality are built into a slum environment. "Many of these people are not accustomed to living by the clock. Morning, afternoon, and night are as narrow time divisions as they recognize. Clinics and other institutions experience problems getting clients to observe appointments scheduled on the hour and half hour, for instance."

Without the life-time habits of a fixed routine -- and without a counterpart of the middle-class parent who wakes the family and urges the young worker to hurry lest he be late -- discipline is rare.

Trainees from such backgrounds need indoctrination on the importance of showing up for work every day, getting to work on time, following orders, being a good producer on the job. Without such preparation, more problems will show up in the shop.

Safety training may be necessary. "Their curiosity about what the other person is doing will lead to carelessness and injury, and damage to equipment and production," says a study made for the Department of Labor, adding "There is a normal tendency for younger trainees to want to horseplay and be practical jokers."

You're likely to stumble over some unexpected problems -- such as the transistor radio. A study made for the Labor Department says: "Music has often been the substitute for conversation among the disadvantaged teenagers. Music conveys mood, feeling, and needs more accurately for them than do words. If radios are not permitted in your work environment, be prepared to explain why not."

All this makes essential some kind of indoctrination on how to act on the job. Your new recruits may have already received it; many Federal and private training programs make a special point of preparing people for a job situation. If not, you can hire one of the training organizations to set up an orientation course for your new workers. The Board for Fundamental Education, for example, gives "World of Work" courses that emphasize "the philosophy of competition as it relates to the individual's ability to advance." (See Appendix C for address.)

Breakthroughs with new training tools

The hard-core unemployed are not merely unschooled and unskilled, they are unmotivated. Some of the most discouraging failures we encountered were experienced by those companies that launched their training programs with the expectation that the unemployed would gratefully throw themselves into their new opportunities. The habits of failure and despair are not that easily broken.

Experienced trainers and psychologists who are now specializing in the learning problems of the hard-core point out the importance of rebuilding *self-esteem and self-confidence*, along with imparting the essential skills that are required on the job. Some dramatic results have been achieved through the use of Sensitivity Training encounter groups. Role-playing techniques have been helpful in getting the disadvantaged to recognize their own skills. T-Groups have also served to break the barriers in inter-racial groups.

"Hours of special training in interviewing skills could not have accomplished the same sense of confidence that one trainee achieved merely by role-playing a typical day", according to the regional director of the OEO. Frozen at the mere thought of being interviewed, the woman was encouraged to review the way she spends a typical day. Soon it became apparent to her that she normally talked to or "was interviewed by" at least half a dozen people in an average morning. The perception that she already possessed some useful skills heightened her confidence in the possibility of further self-improvement.

A high-school drop-out who had flunked the basic math tests and who could not be motivated to enroll in basic education courses changed his mind after a two-week Sensitivity Training experience. A casual reference to his knowledge of the numbers racket led gradually to the fact that he could easily carry 120 numbers in his head. His own estimate of this ability was "nothing special." But an identification of the business skills that were implied by this feat laid the groundwork for an important change in his own evaluation of his future.

"Putting people in touch with their own potential is just the first-stage problem," according to one experienced trainer. "The next stage involves a matching of opportunity."

In an effort to build an internal company environment that supports this initial training effort, many companies are conducting Sensitivity Training courses for their *supervisors* as well. Some regional offices of the Office of Economic Opportunity may be equipped to offer assistance with such programs. Private companies such as Westinghouse Learning Corporation in Pittsburgh and the Human Development Institute in Atlanta are also equipped to help. (See Appendix C for addresses.)

Anticipate personal problems

Transportation will probably be a problem to those companies not located right in a poverty neighborhood. The average hard-core unemployed probably lives some distance from most plants -- and he doesn't own an automobile. His slum neighborhood may not have any public transportation system at all. If there is public transportation, schedules in most metropolitan areas are set up to bring workers into city jobs in the morning and back to suburban homes in the evening. But disadvantaged workers need the opposite.

Some companies have been able to persuade the public transit system in their city to set up new bus schedules. Some help their workers form car pools. Some have had to charter buses, either on their own or jointly with other employers nearby. But the problem can't be ignored: Poor transportation facilities are the primary cause of absenteeism and tardiness among workers from the inner city poverty neighborhoods.

Some companies are being urged to shortcut the whole problem by setting up branch plants right in the ghetto and hiring the people on the block. A Lockheed subsidiary in the Watts section of Los Angeles, making tents on government contracts, has shown a profit. Obviously this is not feasible for the average small or medium-sized employer.

Underwriting a pledge to hire the hard-core has led some companies into fringe activities like arranging for babysitters. Mothers who return to work tend to be more stable employees than younger women without family responsibilities, so some employers consider it worthwhile to find someone to take care of their children. Frequently arrangements can be made with a social agency near the mother's home. Or you may be able to get the help of your local OEO Community Action Program.

Other personal problems may handicap hard-core trainees during the first few months. Health -- both his own and his family's -- may keep him off the job, particularly if he doesn't know how to find and use health services. Personal budgeting is a serious problem area. Never having had a regular income, some of these workers find it hard to stretch their money from one payday to the next. Installment buying is a particular threat. Unsophisticated workers buy inferior merchandise, sign a contract with exorbitant interest and "special charges," and end up with a big chunk of their wages garnished.

There is no end to the problems that might occur on the job. Some workers will be genuinely frightened at their first exposure to a room full of unfamiliar and noisy machines. They will need reassurance as they learn to adapt to this strange world.

Some concerns find the answer in a "buddy" program. The JOBS-NOW projects in Cleveland and Chicago assign an experienced worker as guide and confidant for each newcomer. Another program in Cleveland assigns "coaches" to help each trainee at nights or on weekends.

Most common approach, used by Equitable Life and many other companies, is to provide counselors to help new workers through the training period. Counselors help by giving the trainee a chance to talk out his problems, ask questions, and -- what is especially important -- to receive encouragement. Equitable Life makes a point of seeing that trainees "experience success." In General Motors' "Project Opportunity," Urban League counselors go to an absent worker's home to find out why he hasn't showed up at work -- and if necessary, bring him in to the job.

Counseling can also help with some of the problems of motivation. Disadvantaged background and discouragement can combine to produce a lack of motivation that shows up in poor work performance and drop-outs. Psychologists point out that working below potential is a major factor in the boredom and dissatisfaction that lead to absenteeism and drop-out. One cure is the awareness that promotion to a better job is possible.

Another successful approach to building motivation is economic incentive. Watts Manufacturing, for example, claims that putting pay on a piecework basis cuts absenteeism dramatically. However, other companies report that the piecework incentive for absences merely encourages the feeling that people are free to make the decision whether to slow up or not. What this does to production schedules is the company's problem.

All this and money too?

Entry level salaries have also presented a problem. Most agencies and job training groups insist on starting salaries well above the minimum wage. The Opportunities Industrialization Centers (OEC) a private non-profit program of Negro self-help insists on $2.00 an hour. Their position is simply that salaries must be higher than welfare or unemployment payments.

Major retailers have been turned away by other minority training and recruiting agencies because retail salaries are "notoriously low." An insurance company had a similar experience when it proposed to open up some 60 to 70 clerical jobs to untrained and inexperienced Negroes. Despite its willingness to pay the standard starting salary of $65 per week during a full period of training in typing and clerical skills, the company found few takers. The explanation offered by local employment agencies was that the average middle-class high school graduate could afford to work at that pay since such girls usually lived at home and used their entire paycheck for clothes and personal whims. The minority group female, on the other hand, is often the major breadwinner in the family and cannot afford the luxury of an attractive office job if it means a minimum salary.

Such experiences inevitably lead to frustrations on both sides. Some effort is underway by the Concentrated Employment Program to relax the $1.60 minimum wage standard in C.E.P. cities for the 14-18 year-olds who work part-time and attend school part-time. Exemption of this youngest hard-core group from Wage-Hour minimums could ease the burden on companies who want to cooperate but are finding it impossible to pay full-scale wages for the hard-core level of productivity.

By and large, however, minimum wage rates will have to be paid and Wage-Hour rules observed if Federal funding is desired. Under the MA-3 program, the $1.60 rate applies from the first day the employee/trainee enters the company. What's more, company policy regarding legal holidays, sick leave and vacations must be observed. These can be figured into the "fixed unit cost," however, and reimbursed by the government. Generally, the higher the rate of pay the more likely the training will receive government assistance. "The rate of pay for the job skill being developed will be an important factor in proposal evaluation," according to the Manpower Administration's instructions for MA-3 proposals.

Note on unions

Approval of unions is usually necessary in order to qualify for public money. In any case, it is usually unwise to exclude a union from participating to some extent in the process of absorbing marginals into a workforce.

Once you've decided to go ahead with a hard-core project, if you have a union, tell its leadership what you're planning and what your purpose is. It is especially important to convince the union that you are not deviously trying to hire cheap labor or bring in nonunion workers to break your contract. Later, when the new workers arrive, shop stewards should be invited to tell them what the union is and how it functions. In the case of neighborhood Youth Corps trainees under the Work Training in Industry program, obtain union approval before hiring. (No trainees will be assigned to a company which has a labor dispute going on in its plant.)

Despite recent proclamations by union leaders, their opposition to hiring of marginal people is bound to continue. Unions are also likely to oppose the practice of placing hard-core workers from training programs in better positions than those of many regular employees.

However, unions are under a great deal of pressure from the Administration to cooperate in job programs. Some of this pressure is bound to filter down to locals. Businessmen will be in a better position than in the past to pressure unions to cooperate.

Preparing internally for the "cultural shock"

Much has been written concerning the culture of poverty and much is being done to bridge the gap for the culturally deprived. But much is still to be learned about the impact of the latter upon the industrial environment they are being invited to enter.

Southern companies operating under the Civil Rights Act have already been forced to face up to the problems of segregated toilet facilities, separate cafeterias, recreation facilities and parties. The social problems are real ones but they are being handled with great care and sensitivity in many cases. Many companies in other areas will also find themselves rethinking the pros and cons of office picnics, Christmas parties and similar activities.

Most difficult to cope with will be the subtle effects of prejudice that exist everywhere. The more a company extends itself to make allowances for the hard-core group, the more careful it will have to be to anticipate resentment among the existing workforce.

Old hands may react to the news by threatening to quit. When top management calls their bluff, however, they rarely do. To minimize such frictions, recruits drawn from the hard-core should be spread out in twos or threes throughout your plant, not clustered in one department. In many cases it may not be necessary to identify the new workers as special or different. In one plant, trainees work with the regular help and only the supervisors know which ones have been hired under the special program.

It cannot be repeated too often that everyone in your administrative structure, from top to bottom, must be told what your program is intended to do, that you are solidly behind it, and that you expect wholehearted support for it. Many a well-conceived project has bogged down because somebody down the line didn't get the word.

But the key man in the whole hard-core project will be the supervisor. He has been geared to getting out quality work, on time, and at minimum costs. The hard-core program will put him in charge of people who have little concept of time, order or work standards. If he is to function at all, he will have to feel that you are fully behind him in the project and that success will pay off to his own advantage. This means that when hard-core trainees in his workforce inevitably cut down efficiency and productivity, the company does not subject him simultaneously to pressure to cut costs and increase production. It is essential that some tangible ways are found to tie his self-interest directly to the success of the training program.

RIA recommendation: Not every supervisor can handle this tough assignment. Employers have found that liberal attitudes on race relations are less important than personality. The supervisor must be understanding and patient -- "a patient perfectionist" is one expert's prescription, but he must show an inner toughness. Hard-core trainees are likely to be tough kids. He must enforce the rules fairly but not too rigidly. He must have the kind of personal security in his own job that will let him give the recruits a little leeway, particularly at the outset.

The supervisor's relationships with the regular workers are equally important. Old hands may resent and criticize the special training and educational opportunities given to the new recruits; they may see them as a threat to their own jobs. In this situation, the supervisor can be something of a public relations man.

Many supervisors may be unprepared for this kind of responsibility. Special short courses to help supervisors deal with hard-core unemployed are offered in various parts of the country by such organizations as Westinghouse Learning Corporation in Pittsburgh and the Human Development Institute in Atlanta (a Bell and Howell subsidiary). One of the most ambitious programs is ASSET -- Advanced Supervisory Skills Through Empathy Training," a project of the National Association of Manufacturers. ASSET provides a series of one-day workshops that give supervisors basic information for understanding minority groups and provide opportunities for discussion of actual plant situations.

Big gains by small companies

The entering wedge could only be driven by the major employers, but increasingly small companies are being drawn into the act. Obviously they have neither the financial cushion nor the range of job opportunities that can be offered by the Fortune 500. But they still have a role in the picture. In fact, some State Employment Service people insist the small businessman has a distinct advantage: "He knows his own operations. He knows his own supervisors. He can judge training programs better than any personnel executive in a large company. Personnel people in general don't know all that much about how to train a welder or a furniture polisher. But the head of a small company is usually in closer touch with the realities."

Small and medium-sized companies that have cooperated in attacking the hard-core problem have usually done so by forming a consortium with other firms in the same city to conduct training classes on a pool basis. Success stories are hard to come by, mainly because these groups tend to prefer to play down their efforts out of a disinclination to become "heroes" in the local press. (The avoidance of publicity is not merely a matter of good taste, it is good sense. There is always the danger of inviting excessive demands from rival minority groups.)

Still there is ample evidence that constructive efforts are under way in many communities. National attention has focused on the major metropolitan centers, but some Chambers of Commerce insist that it is easier to be successful in a small city than a large one. Civic pride and community cooperation can be easier to tap.

Many small company executives who cannot pledge jobs directly are contributing their efforts on a community basis. Businessmen are joining together in many cities to buy up property in ghetto areas with a view to building shopping and recreation facilities. Some are backing ghetto business with financial loans. Others are attacking the hard-core problem, along with other urban problems, through Community Action Programs.

In a variety of ways, the business community is responding to the challenge of fighting the war on poverty. The new partnership between government and industry may turn out to be one of the most important spin-offs of that effort.

Getting help from the government

The major source of Federal funds for hard-core training programs was the so-called MA-3, sponsored jointly by the Manpower Administration of the U.S. Department of Labor and the National Alliance of Businessmen. However, the closing date for proposals was May 15, 1968.

Amounts reimbursable to the employer under the MA-3 program ran from $2,700 to $3,500 per trainee. Contracts were for a two-year period, but an individual worker's training is not expected to run over 12 months. Expectation is that the MA-4 contracts will eventually follow much the same pattern. Regional offices of the NAB and/or the Manpower Administration can keep you advised.

Meanwhile, other government agencies continue to offer a variety of assistance to the business community. Here is a brief rundown:

- The CEP: Outside the NAB 50-city area the main thrust of the Manpower Administration's activities will be on the Concentrated Employment Program. At the present time it is serving 20 cities and two rural areas. If appropriations are granted, this program will be boosted to about 115 areas, which roughly will reach every state and a selected list of cities with populations of 25,000 or more. The Concentrated Employment Program, operating through a single local sponsor, usually a public agency, will work with local, state, and private industry groups in providing lists of the hard-core unemployed to determine who they are and where and how they live. Procedures are now being established for seeking out the hard-core, counselling them, and providing health and education services and training.

Since the CEP approaches the hard-core from the training end, it often has a backlog of people for whom it needs jobs. At the moment, CEP officials report that they have 27,000 hard-core trainees already trained, screened and awaiting placement.

- Youth training: Appropriation provisions are pending for expansion of the Job Corps, Neighborhood Youth Corps, and programs such as Work Experience, New Careers, Operation Mainstream, and the Work Incentive Program. These will provide a vast supply of new workers who are partially trained and will be ready for employment in private industry. In addition, under the Vocational Rehabilitation Act and through the Manpower Development Administration a number of regional and local vocational schools will provide additional sources of partially trained workers in every state of the Union.

- The Small Business Administration, through its Department of Defense set-aside procurement program, will be giving special preference to any firm which has plans for the hiring of the hard-core unemployed. In addition, SBA has a Local Economic Development loan program which provides special assistance to those firms that will locate in ghetto areas and will hire ghetto residents. The Department of Labor will also make available special training funds to SBA loan applicants who include the hiring of hard-core unemployed in their plans for business expansion.

- HEW has a program of grants to local school districts for counseling, vocational training, and other pre-employment tools to assist the disadvantaged youth in preparing for a job.

- The Model Cities Program: Legislation under the Department of Housing and Urban Development provides important opportunities to businessmen engaged in slum rehabilitation and the use of hard-core unemployed in the construction process. This legislation will also assist in providing physical facilities such as health clinics, neighborhood centers, etc., which eventually will provide the businessman with an upgraded source of employable people.

- HUD also offers grants for both planning and construction assistance in the field of urban transportation, city planning, community facilities such as housing, business development in urban renewal areas.

- The Economic Development Administration (EDA) under the Department of Commerce also offers an extensive loan service to specified economic areas with substantial unemployment. These loans can be used for industrial development and outright grants are made for the construction of public water and sewage facilities, road and transportation development, and other community facilities which will facilitate economic growth. These funds are made available through Economic Development Districts. Over 900 local development areas are eligible for such assistance. In addition to the Appalachian Regional Commission, five other areas are now getting underway. They are: Upper Great Lakes, Ozarks, New England, Four Corners and Coastal Plains.

RIA observation: While some of these programs may seem remote from the direct problem of hiring the hard-core unemployed, they all underscore the fact that the

Federal/private industry partnership is now a reality and a functioning proposition in many areas. There still remains a horrendous task of coordination of local and state governments working with the business community. But efforts are now under way to rationalize the whole Federal grant program to state and municipal sources. Private businessmen have a great stake in seeing to it that these programs are coordinated and reflect their opinions.

One effective avenue is provided by the local Community Action Boards which have been set up through the Office of Economic Opportunity. By and large, these programs are run locally and reflect indigenous interest in improving the lot of the poor. In spite of divisiveness and quarrelling now rampant in many community action cities, many programs are now taking shape which improve the community where the businessman has his factory. Non-participation in this process by the business community would result in a loss on all sides.

Industry and the community

One central fact is bound to shape all future Manpower programs: They will inevitably be local in nature. This is where the industries are -- where the classrooms, the day-care centers, and the clinics will have to be.

At the present time, the Department of Labor has set up a program called Cooperative Area Manpower Planning System (CAMPS) to link Federal efforts with the resources at the state and local levels. CAMPS will operate at every level -- Federal, regional, state, and local. At each level it will pull together all the Manpower services which bear on jobs. In the future its greatest impact will be at the local level where it will:

... help communities develop their own Manpower blueprints;
... survey job needs;
... assure that all Federal programs that help the jobseeker are available.

During the past several years there has been a new awakening of the partnership of private industry with government. Increasingly, the businessman is coming into contact with these new forces, both as an entrepreneur and community leader.

At the present time, there are over 275 grant-in-aid systems emanating from the Federal government. The enlightened businessman who has adjusted to this fact of life can participate in the decision-making all along the way.

With the pendulum swinging more and more toward local and state participation, decentralization of the Federal government's activities has been marked. As a result, regional offices have been set up in practically every State of the Union. Officials are much better informed. Business groups such as the Chamber of Commerce, National Association of Manufacturers, and other industry association groups, are now pouring out a great deal more information on government programs which may affect their livelihood.

Thus, while government may be getting more complex, it is also true that it is becoming more accessible. The same is true for all elected officials and public employees. For this reason, programs such as the one aimed at the hard-core unemployed are bound to have wider impact in the future. The persistent businessman who is seeking assistance from the government will find it more easily. The increase in public services has now become the fact of life. Enlightened businessmen are planning in terms of a growing partnership.

APPENDIX A

REPRESENTATIVE SOURCES OF GUIDANCE AND ASSISTANCE 80 MAJOR CITIES

The real task of absorbing the hard-core unemployed into meaningful jobs can only be confronted at the local level. In every major city and rural community throughout the United States, agencies are springing up to help bring industry and the hard-core together.

Listed below are important sources of assistance and guidance in each of 80 major cities. Much of the information was obtained by our research staff from local officials, Chambers of Commerce or key civic leaders.

Since facilities are expanding constantly and staffing is always subject to change, it is impossible for any such directory to be complete. If you need additional help or information, we suggest that you contact your Mayor, City Manager, State Employment Office or Regional Manpower Administrator for guidance.

Akron
Ohio

Mayor John S. Ballard
(216) 376-1431
Secretary to Mayor:
Mr. Gault

NAACP
Contact: Edwin L. Parms, Esq., President (216) 762-1957
629 Moon St., Akron, Ohio 44307
Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: William S. Parry, Metropolitan Chairman (216) 762-0313
c/o Akron Welding & Spring Company, 925 South Main St., Akron, Ohio 44311
Local office of the National Alliance of Businessmen will direct businessmen in the Akron area to public and private agencies that are working with the hard-core.

Albany
New York

Mayor E. Corning
(518) 472-8900

COUNCIL OF COMMUNITY SERVICES
Contact: James Herron, Director (518) 489-4791
488 Madison Avenue, N.Y. 12208
The Council of Community Services directs the agencies listed below. Unless otherwise indicated, the address for each group is the same as above.

Manpower Training Center
45 Columbia Street, Albany, N.Y.
Federally funded for job rehabilitation training.

Neighborhood Youth Corps
Albany County Courthouse, Albany, N.Y.
Summer and after-school work for high school students.

Public School Work Study Program
A combination of vocational studies with simultaneous on-the-job training in a particular field.

Urban League of Albany
Program still in talking stages but they are hoping to have firm plans to start in September.

NAACP
Contact: Joseph Cohen, Esq., President (518) 465-1056
Capitol Station, 331 S. Pearl St., Albany, N.Y. 12202
Local office of the National Association for the Advancement of Colored People.

Albuquerque
New Mexico

City Manager: G. B. Robertson
(505) 243-8661

CONCENTRATED EMPLOYMENT PROGRAM
Contact: Alonzo Costales (505) 242-7679
216 Third Street, Albuquerque, N.M. 87101

Works in cooperation with the Industrial Federation League and the Chamber of Commerce. On-the-job training may not exceed the structural, clerical, sales and services areas. Albuquerque is one of 50 test cities (communities) receiving O.E.O. funds through the Department of Labor.

NAACP
Contact: Mrs. Edythe Franks (505) 877-2785
1001 Gabaldon Dr., N.W. Albuquerque, N.M. 87104

Local office of the National Association for the Advancement of Colored People.

SERVICES EMPLOYMENT REDEVELOPMENT (C.E.P.)
Contact: G. Montoya (505) 247-0263
313 Broadway Northeast, Albuquerque, N.M. 87102

They have no set pledges for their area but they are trying to place 20 hard-core workers per week.

THIOKOL CHEMICAL CORPORATION
Contact: Lawrence Mirel (202) 393-4530
839 17th St., Washington, D.C. 20006
Thiokol Chemical Corp. also works in the Roswell, N. M. area.
(See Appendix C for description.)

Atlanta
Georgia

Mayor Ivan Allen, Jr.
(404) 522-4463

KEY GROUP: NAB
Contact: Clint Rodgers (404) 526-6347
City Hall 68 Mitchell St., S.W., Atlanta, Ga. 30303

Augustus H. Sterne, Metropolitan Chairman, NAB (404) 588-7711
c/o Trust Company of Georgia, P.O. Drawer 4418, Atlanta, Ga. 30302

Local chapter of the National Alliance of Businessmen. Mr. Rodgers is also working with the following agencies concerning the hard-core unemployed:

ATLANTA URBAN LEAGUE
239 Auburn Avenue, N.E., Atlanta, Ga. 30303
Local Chapter of the National Urban League

ECONOMIC OPPORTUNITY OF ATLANTA
101 Marietta Street Building, Atlanta, Ga. 30334

GEORGIA STATE EMPLOYMENT SERVICE
Department of Labor, State Capitol, State Labor Building, Atlanta, Ga. 30334

HUMAN DEVELOPMENT INSTITUTE, INC.
Contact: Dan Mermin (404) 261-6853
34 Old Ivy Road, N.E., Atlanta, Ga. 30305
(See Appendix C for description.)

Austin
Texas

City Manager: Robert Tintsman
(512) 477-6511
Assistant to City Manager:
Mr. DeBarry
(512) 477-6511

HUMAN OPPORTUNITIES CORPORATION
Contact: Carroll Coffee (512) GR 6-7626
Little Field Building, Austin, Texas 78767
This is the coordinating agency for Community Action Programs, under the OEO.

SUMMER YOUTH EMPLOYMENT
Contact: Mr. R. M. Tintsman, City Manager (listed above)
Box 1088, Austin, Texas 78767

Baltimore
Maryland

Mayor T. J. Alesandro
(301) 752-2000

BALTIMORE OCCUPATION CENTER/WESTINGHOUSE LEARNING CORP.
Contact: M. R. Silver, director (301) 675-0700
1133 Hartford Avenue, Baltimore, Md. 21202
Private training organization for the hard-core in the city. The Center also works to place and provide career guidance for their trainees.

BALTIMORE URBAN COALITION
Contact: W. Lively (301) 752-8470
222 St. Paul St., Room 2707, Baltimore, Md. 21202
Local chapter of National Coalition, seeking help from business to institute training and placement programs.

BALTIMORE URBAN LEAGUE
Contact: E. C. Pyle (301) 523-0706
1150 Mondawmin Concourse, Baltimore, Md. 21215
Local chapter of National Urban League, working to upgrade employment levels in the Negro community.

CEP
Contact: F. Nimes (301) 837-5660
Calvert & North Avenues, Baltimore, Md. 21218
Federal Concentrated Employment Program aimed at helping disadvantaged workers.

COMMUNITY ACTION AGENCY
Contact: Dr. Bateman (301) 752-6911
11 East Mt. Rural Ave., Baltimore, Md. 21204
Local training and placement program for the hard-core, patterned after CAA programs throughout the nation.

C.O.R.E. HEADQUARTERS
Contact: D. Gant (301) 732-8217
829 North Gay St., Baltimore, Md. 21213
Local Congress of Racial Equality office.

JOB CORPS DEMONSTRATION PROJECT
Contact: Mrs. M. Times (301) 752-0333
City Hall, Room 419, Baltimore, Md. 21202
Employment program sponsored by the Mayor's office with the cooperation of civic and religious groups.

MANPOWER INC.
Contact: J. W. Zebley, Jr. (301) 685-0697
525 North Howard St., Baltimore, Md. 21218
Private training company for the hard-core, and a major subcontractor for industrial placement programs.

MARYLAND STATE EMPLOYMENT SERVICE
Contact: Mrs. Lorraine Hoffman (301) 728-5900
1100 North Eutaw St., Baltimore, Md. 21202

The Service is coordinating Federal, state and local funds for employment projects in the city.

NAB
Contact: Jerold C. Hoffberger, Metropolitan Chairman (301) 276-1100
c/o National Brewing Co., 3720 Dillon St., Baltimore, Md. 21224

The local office of the National Alliance of Businessmen is working with public and private groups to help the hard-core.

NEIGHBORHOOD YOUTH CORPS
Contact: J. Chavis (301) 752-1891
11 East Mt. Rural Ave., Baltimore, Md. 21204

Part of the federal CEP program for youngsters in poverty areas.

NEW CAREERS
Contact: R. Green (301) 837-5660
1114 Cathedral St., Baltimore, Md. 21201

Federal OEO project for training, placement and guidance in working with the disadvantaged.

YOC
Contact: Mrs. S. Browne (301) 728-5900
1727 North Charles St., Baltimore, Md. 21218

Aimed at summer and permanent job placement for youngsters through the Youth Opportunities Center.

Birmingham
Alabama

Assistant to Mayor:
Mr. Ricker (205) 323-5431

KEY GROUP: "OPERATION NEW BIRMINGHAM" Contact:
Lloyd Hill, Cordinator for the Mayor's Office
(205) 323-5431

Coordinates hard-core activities in Birmingham.

OPERATION NEW BIRMINGHAM: see listing above
Works to coordinate all programs dealing with the hard-core unemployed in Birmingham, among which are:
BIRMINGHAM CONCENTRATION PROGRAM, Stonewall Building, Birmingham, Ala. 35203
URBAN LEAGUE, 505 N. 17th St., Birmingham, Ala. 35203
Local chapter of the National Urban League
OPPORTUNITY INDUSTRIAL CENTER (OIC)
527 Third Ave. West, Birmingham, Ala. 35204

Boston
Massachusetts

Mayor Kevin White
(617) 523-1100

KEY GROUP: ABCD (Action for Boston and Community Development)
Contact: George Bennett (617) 742-5600
18 Tremont Street, Boston, Mass. 02108

ABCD (Action for Boston and Community Development)
Contact: George Bennett (listed above)

A private, non-profit group working with the organizations listed below, to train and place the hard-core unemployed in the Boston area.

CAMPS
Contact: Samuel Merrick (617) 523-1100
c/o City Hall, School Street, Boston, Mass. 02108

Mr. Merrick coordinates the CAMPS program for the Boston area, which is a federally sponsored manpower development program.

DES (Massachusetts State Division of Employment Security)
Contact: William Belanger (617) 254-3300
881 Commonwealth Avenue, Boston, Mass. 02108
State office coordinating federal, state and local programs in the field of raising employment levels.

NAACP
Contact: Kenneth Guscott (617) 267-1058
451 Massachusetts Avenue, Boston, Mass. 02108
Local office of the National Association for the Advancement of Colored People.

NAB
Contact: Louis W. Cabot, Metropolitan Chairman (617) 423-6000
c/o Cabot Corporation, 125 High Street, Boston, Mass. 02110
Local chapter of the National Alliance of Businessmen.

OIC
Contact: Bertram Lee (617) 442-2424
11 Windsor Street, Roxbury, Mass. 02120
Local Opportunities Industrialization Center aimed at vocational training of the hard-core unemployed.

SEMCO (South End Manpower Corporation)
Contact: Chakuma Uzidima (617) 267-9023
505A Columbus Avenue, Boston, Mass. 02108
Local Manpower group working with ABCD to train and place the hard-core.

URBAN COALITION
Contact: Robert Slater (617) 421-2244
c/o John Hancock Life Insurance Company,
200 Berkeley Street, Boston, Mass. 02108
Boston office of the Urban Coalition which incorporates the facilities of the business community with the needs of the disadvantaged workers.

URBAN LEAGUE OF GREATER BOSTON
Contact: Mel King (617) 427-0560
2222 Washington Street, Roxbury, Mass. 02120
Local branch of the National Urban League.

Bridgeport
Connecticut

Mayor Hugh C. Curran
(203) 333-8551

KEY GROUP: ACTION FOR BRIDGEPORT COMMUNITY DEVELOPMENT (ABCD)
Contact: Herbert Harris (203) 333-5536
256 Golden Hill Street, Bridgeport, Conn. 06604
The organization is very active in setting up training programs; it contacts the major industrial firms in the city, trains employees for them, and stipulates that they will be hired when the training is completed.

ACTION FOR BRIDGEPORT COMMUNITY DEVELOPMENT (ABCD)
See above listing.
Working with ABCD are the directors and officers of:
Connecticut State Employment Service (203) 335-0112
67 Washington Ave., Bridgeport, Conn. 06604
Vocational Opportunity Center (203) 366-3656
304 Bishop Ave., Bridgeport, Conn. 06610
Youth Opportunity Center (203) 335-0112
67 Fairfield Ave., Bridgeport, Conn. 06605

PROGRAM DYNAMICS ASSOCIATES
Contact: Morgan Doughton (203) 268-7878
79 Haverhill Road, Trumbull, Conn. 06611
(See Appendix C for description.)

Buffalo
New York

Mayor Frank A. Sedita
(716) 856-4200

KEY MAN: Vincent Moravec, NAB, 121 Ellicott Street, Buffalo, N.Y. 14203 (716) 852-5400

CHAMBER OF COMMERCE
Contact: Donald Lee (716) 854-4060
"JET", 121 Ellicott Street, Buffalo, N.Y. 14203

Project JET is a pioneer program to train the hard-core unemployed in the city, and Project Director Lee will advise businessmen who are seeking ways to assist disadvantaged workers.

MAYOR'S CITIZENS' ADVISORY COMMITTEE
Contact: Ambrose Lane (716) 853-0350
722 Main Street, Buffalo, N.Y. 14202

The Committee is coordinating the work of the local Concentrated Employment Program.

NAACP
Contact: Rev. Milton A. Williams, President (716) 884-7221
531 E. Ferry St., Buffalo, N.Y. 14208

Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: Vincent Moravec (716) 852-5400
121 Ellicott Street, Buffalo, N.Y. 14203

With the assistance of the Chamber of Commerce and Mr. Moravec, an executive at Bethlehem Steel, the NAB is coordinating programs to help business train and place the hard-core unemployed. The National Alliance of Businessmen is working with civic, religious, and government officials to help the underemployed.

URBAN LEAGUE
Contact: Leroy Coles (716) 842-3634
121 Ellicott Street, Buffalo, N.Y. 14203

Local branch of the National Urban League

Charlotte
North Carolina

City Manager: William J. Veeder
(704) 376-0731

CEP
Contact: Vince Connerat (704) 376-0731 Ext. 241
c/o City Hall, 600 East Trade Street, Charlotte, N.C. 28202

Mr. Connerat is local project director for a 1-year Concentrated Employment Project of training and placing the hard-core.

CHARLOTTE AREA FUND
Contact: John Zuidema (704) 372-3010
Builders' Building, West Trade Street, Charlotte, N.C. 28202

Working under the federal CAA program, the fund combines public and private agency facilities for the hard-core.

CHARLOTTE BUREAU OF EMPLOYMENT AND TRAINING
Contact: James Polk (704) 372-3290
A.M.E. Zion Building, 401 East Second Street, Charlotte, N.C. 28202

Working with the OEO and the North Carolina State Department of Labor, the Bureau helps coordinate the implementation of federal programs for the hard-core unemployed.

HEAD START-CHARLOTTE AREA FUND

Program coordinated through Mayor's Office at City Hall. For contacts and advice, get in touch with Mr. Branscombe, assistant to the Mayor.

MAYOR'S YOUTH OPPORTUNITY COMMITTEE
Contact: Reitzel Snyder (704) 376-0731
c/o Mayor's Office at City Hall

This program is summer-job oriented to hire youngsters in the city. Mr. Snyder is business chairman of the Committee.

NAACP
Contact: Mr. Kelly Alexander, Secretary (704) ED 3-1167
112 N. Irwin St., Charlotte, N.C. 28202
Local chapter of the National Association for the Advancement of Colored People.

OIC
Contact: Hoyle Martin (704) 399-3441
4201 Morris Field Drive, Charlotte, N.C. 28202
Local branch of federally sponsored Opportunities Industrialization Center, aimed at vocational training in disadvantaged areas.

Chattanooga

Tennessee

Mayor Ralph Kelley
(615) 267-6681

CHATTANOOGA FULL EMPLOYMENT COMMITTEE
Contact: Bob Elmore (615) 267-3792
825 Mac Cauley Avenue, Chattanooga, Tenn. 37402
A private committee established to place trainees in industry.

CHATTANOOGA MANUFACTURERS ASSOCIATION
Contact: John Johnson (615) 267-3841
817 Broad St., Chattanooga, Tenn. 37402
Businessmen who are finding jobs for trainees.

THE GREATER CHATTANOOGA CHAMBER OF COMMERCE
Contact: Jim Hunt (615) 267-5621
819 Broad St., Chattanooga, Tenn. 37402
Mr. Hunt will advise businessmen on available programs.

MAYOR'S CONCENTRATED EMPLOYMENT PROGRAM
Contact: Mayor Ralph Kelley (615) 267-6681
City Hall, Chattanooga, Tenn. 37402
This program is part of the federal CEP operation.

OPTIMIST'S CLUB
Contact: Mr. Phil Brunson (615) 266-4891
Pioneer Band Building, Chattanooga, Tenn. 37402
Summer employment program aimed at finding summer jobs for students, disadvantaged workers and trainees.

TENNESSEE DEPARTMENT OF EMPLOYMENT SECURITY
Contact: Ashby Black (615) 266-7121
400 Georgia Avenue, Chattanooga, Tenn. 37402
State agency coordinating federal and local programs.

YOUTH OPPORTUNITY CENTER
Contact: Hugh Kilzer (615) 265-8813
400 Georgia Avenue, Chattanooga, Tenn. 37402
Project aimed at part and full-time placement for youth.

Chicago

Illinois

Mayor Richard J. Daly
(312) 744-4000

KEY GROUP: TRI-FAITH EMPLOYMENT PROJECT
Contact: Monroe Sullivan (312) 236-3065
116 South Michigan Street, Chicago, Ill. 60603
From a local employment center in the basement of a church school, the Tri-Faith project has grown to six neighborhood centers which have placed 20,000 disadvantaged workers.
Mr. Sullivan is Director of the Chicago Conference on Religion and Race, and will direct inquiries concerning training and placement of the hard-core.

The names, addresses and phone numbers for the neighborhood centers are listed below:

CENTRAL OFFICE
Contact: John J. Robinson, Director (312) 263-2558
116 South Michigan Street, Chicago, Ill. 60603
Robert Leflore, Director, Office of Job Development (312) 263-2558
116 South Michigan Street, Chicago, Ill. 60603

EAST GARFIELD PARK CENTER
Contact: Rufus Spencer, Director (312) 638-6860
410 South Albany Avenue, Chicago, Ill. 60612

EAST LAWNDALE CENTER
Contact: Benjamin Amadee, Director (312) 277-7530
3708 West 16th Street, Chicago, Ill. 60623

ENGLEWOOD CENTER
Contact: Mrs. Evelyn Tyson, President (312) 873-7600
339 West 63rd Street, Chicago, Ill. 60621

LAWNDALE FOR BETTER JOBS CENTER
Contact: Mrs. Emma Tolley, Director (312) 277-7530
1449 South Keeler Avenue, Chicago, Ill. 60623

UPTOWN CENTER
Contact: Charles Geary, Director (312) 263-2558
1361 West Wilson Avenue, Chicago, Ill. 60640

WEST GARFIELD PARK CENTER
Contact: Mrs. Pearl Soil, Director (312) 826-5515
3932 West Madison Street, Chicago, Ill. 60624

MIND, INC.
Contact: Jack F. Wright (312) 726-4520
101 South Wacker Drive, Chicago, Ill. 60606
Home offices are in Greenwich, Conn. (See Appendix C for description.)

NAACP
Contact: Mr. James Couch, Chairman
736 West North Avenue, Chicago, Ill. 60610
Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: James W. Cook, Metropolitan Chairman (312) 722-9411
c/o Illinois Bell Telephone Company
225 West Randolph Street, Chicago, Ill. 60616
Local office of the National Alliance of Businessmen.

Cincinnati
Ohio

Mayor William C. Wichman
(513) 421-5700

CITIZENS COMMITTEE ON YOUTH
Contact: Harry Martin, exec. director (513) 381-3425
2149 Central Ave., Cincinnati, Ohio 45214
Aimed at finding summer and permanent jobs for youngsters in the city.

COMMUNITY ACTION COMMISSION
Contact: Lois Conuers, acting director (513) 241-1425
820 Linn Mall, Cincinnati, Ohio 45203
General anti-poverty work, available to advise businessmen on methods of helping to upgrade the community.

NAACP
Contact: Dr. Bruce H. Green, President (513) 221-3673
939 Goss Rd., Cincinnati, Ohio 45229
The local chapter of the National Association for the Advancement of Colored People, works with the OIC and other groups in assisting the underemployed.

NAB

Contact: Howard J. Morgens, Metropolitan Chairman (513) 562-1100
c/o Procter & Gamble Co., 301 E. Sixth St., Cincinnati, Ohio 45202

The National Alliance of Businessmen's Cincinnati board coordinates the role of business in public and private hard-core programs.

OHIO STATE EMPLOYMENT SERVICE

Contact: Lou Evans, director (513) 381-6530
1916 West Central Parkway, Cincinnati, Ohio 45214

The State Employment Service coordinates Federal, state, and local efforts in training the hard-core.

OIC (OPPORTUNITY INDUSTRIAL CENTER)

Contact: Dr. Robert Reid (513) 241-3740
121 East McMillan St., Cincinnati, Ohio 45219

Trains and places disadvantaged workers in the city to fill industrial positions.

Cleveland

Ohio

Mayor Carl P. Stokes
(216) 694-2000

AIM

Contact: Clarence Holmes (216) 696-6171
2223 Superior Ave., Cleveland, Ohio 44113

Action in Manpower is a job training program for the disadvantaged workers in Cleveland. The organization works with government agencies and private concerns to train and place the hard-core unemployed.

NAB

Contact: C. J. Tankersly, Metropolitan Chairman (216) 522-2345
c/o East Ohio Gas Company, 1717 Ninth Street, Cleveland, Ohio 44414

Local office of the National Alliance of Businessmen. Several executives at East Ohio Gas are available to help businessmen train and place members of the hard-core unemployed. They are: Wade Shurtlaff, Ext. 2600 and William Smith, Ext. 2000.

Columbus

Ohio

Mayor M. Sensenbrenner
(614) 461-5671

KEY MAN: Trent Sickles (614) 224-9154
Post Office Building, Room 236, 85 Marconi Drive, Columbus, Ohio 43215

NAB

Contact: Trent Sickles (see above)

Mr. Sickles has taken a leave of absence from National Stores Inc. to coordinate the local Alliance of Businessmen program. The initial quota of 500 jobs by September of this year has been surpassed, and of the 1,900 summer jobs needed, more than two-thirds have been filled. The NAB is continuing its search for support among members of the business community, and will offer guidance to interested businessmen in the Columbus area.

Corpus Christi

Texas

City Manager: Marvin Townsend
(512) TUlip 2-6621

CAMPS COMMITTEE

Contact: Donald W. Hawkins (512) TU 2-7491
Texas Employment Commission
1506 South Brownlee St., Corpus Christi, Tex. 78404

City Manager Townsend calls this the key group for businessmen in the community. Although the Committee has just been organized, its goal is to coordinate all action in the City for training and placing the hard-core unemployed. They also will evaluate job surpluses. CAMPS is sponsored by the U.S. Department of Labor and many of the City's leading citizens are on its Board.

CAP (COMMUNITY ACTION PROGRAM)
Contact: Lewis Collins (512) TU 3-7201
2206 Cruz Street, Corpus Christi, Tex. 78405

The Corpus Christi program follows the guidelines for CAP projects throughout the nation, that is, upgrading the level of the unemployed in order to make them hireable.

CHAMBER OF COMMERCE
Contact: Joe Watson, executive vice-president (512) TU 2-6161
1201 North Shoreline Blvd., Corpus Christi, Tex. 78401

The members of the C of C will direct businessmen to industries and organizations in the community that have successfully assisted disadvantaged workers.

CORPUS CHRISTI INTERFAITH GROUP
Contact: Larry Boyd (512) TU 4-6723
Saint Matthew's Church, 607 Del Mar Street, Corpus Christi, Tex. 78404

This interfaith group is lead by Mr. Boyd, a Unitarian minister who has been an active civic leader in the field of urban affairs. The group is concentrating on all facets of anti-poverty work, but will offer guidance specifically on the problem of the underemployed.

URBAN COALITION
Contact: Dr. William Colson (512) UL 3-2555
4301 Ocean Drive, Corpus Christi, Tex. 78412

Dr. Colson, who is also City Human Relations Commissioner, is at the head of the Coalition program, which works with the NAB. His office will assist businessmen interested in training and employing the hard-core.

Dallas
Texas

City Manager: W. S. McDonald
(214) RI 8-9711

KEY GROUP: NAB Contact: Ted Beers (214) AD 8-2011
c/o Texas Instruments, Inc., P.O. Box 5474, Dallas, Tex. 75222

NAACP—Dallas Metropolitan Council
Contact: Rev. H. Rett James, Chairman (214) FL 2-2455, TA 1-9601
919 Bogel Street, Dallas, Tex. 75204

The local chapter of the National Association for the Advancement of Colored People will assist businessmen in the area who would like to know more about training and placement facilities available for the hard-core unemployed.

NATIONAL ALLIANCE OF BUSINESSMEN (NAB)
See listing above.

P. E. Haggerty, Chairman of the Board of Texas Instruments, is the metropolitan chairman of the local branch of NAB. Although he is involved in work in the Dallas area, the Regional NAB offices are also located in Dallas, and will prove to be valuable contacts for businessmen who seek to assist disadvantaged workers. Other contacts are: Clyde Skeen, Regional Chairman (214) 742-9555, c/o Ling-Tempco-Vought, Inc., P.O. Box 5003, Dallas, Texas 75222; Regional Executive John L. Cockrill, same address.

The NAB has a "Human Resources Manual" available to businessmen in the Dallas area. Inquiries for further information on hard-core programs can be directed to Mr. Beers, or to Mr. Haggerty.

Dayton
Ohio

City Manager: Graham Watt
(513) 222-3441

KEY GROUP:
Chamber of Commerce, The Sheraton Dayton Hotel, 210 North Main, Dayton, Ohio 45459 (513) 224-9601.

Other contacts: Marvin Purk, executive director; Robert Oelman, Chairman of Board National Cash Register, heads the state-wide operation; George Sheer, President McCall Printing Division, is the Metropolitan director.

CHAMBER OF COMMERCE
Contact: Jim Clark, Chairman (523) 224-9601
The Sheraton Dayton Hotel, 210 North Main, Dayton, Ohio 54559

The Chamber of Commerce is the key group for NAB activity. The goal is 3,000 jobs within three years, 1,000 within the first year and 1,400 hard-core summer jobs this year. Out of 3,460 jobs pledged, 600 trainees are now at work.

The Chamber of Commerce is Dayton's contact with the Department of Labor, and has contracted with Philco-Ford as a sub-contractor to furnish on-the-job training.

Dayton's program was set in motion 4/1/68 and the campaign report claimed all pledges met on 5/17/68.

NAACP
Contact: Mrs. Miley O. Williamson (513) BA 8-9938
1405 W. Third St., Dayton, Ohio 45402

Local office of the National Association for the Advancement of Colored People.

NAB
Contact: Mr. George E. Sheer, 2219 McCall Street, Dayton, Ohio (513) 268-6554

Local office of the National Association of Businessmen.

Denver
Colorado

Mayor T. G. Currigan
(303) 297-2721

NAACP
Contact: W. Gene Howell
2216 Ogden St., Denver, Colo. 80210

Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: Lowell F. Wingert, Metropolitan Chairman (303) 835-4121
c/o The Mountain States Telephone and Telegraph Co., 931 14th St., Denver, Colo. 80202

The local office of the National Alliance of Businessmen will direct inquiries from businessmen concerning projects for the hard-core in the city. Mr. Wingert's office at Mountain States Telephone and Telegraph will route the inquiries.

Detroit
Michigan

Mayor J. P. Cavanagh
(313) 224-5000

KEY GROUP: Mayor's Committee of Human Resources Development, 903 W. Grand Boulevard, Detroit, Mich. 48208 (313) 826-7360.

CAREER DEVELOPMENT CENTER INC.
Contact: Alvin Bush (313) 894-0610
5961 14th Street, Detroit, Mich. 48208

Mr. Bush, a former employee of the Statler Hotel Corporation, has started a small but promising private training program in the City. He has the capacity to train members of the hard-core to fill 1,000 positions in industry.

EMPLOYER'S ASSOCIATION OF DETROIT
Contact: Bob Fortney (313) DI 1-8020
3845 West Eight Mile Road, Detroit, Mich. 48221

GREATER DETROIT BOARD OF COMMERCE
Contacts: Forrest Strand, director (313) 963-3700, Jules Scheffers and James Granberry, assistants (313) 963-4290
1365 Cass Avenue, Detroit, Mich. 48226

MAYOR'S COMMITTEE OF HUMAN RESOURCES DEVELOPMENT
Contact: R. Simons, Jr., director of program, Frank Rozak, staff assistant (313) 826-7360
903 West Grand Boulevard, Detroit, Mich. 48208

METROPOLITAN DISTRICT OF NAB
Contact: William M. Day, regional director and chairman (313) 393-4421
c/o Michigan Bell Telephone Co., 1365 Cass Avenue, Detroit, Mich. 48226
Local office of the National Alliance of Businessmen

Mr. Day is also chairman of the employment subcommittee of the New Detroit Committee (see below). He can also be reached through: Ed Davis, Suite 1515, Detroit Bank and Trust Building, 211 West 4th Street, Detroit, Mich. 48226.

MICHIGAN BELL TELEPHONE COMPANY
Contact: Lloyd Haynes (313) 393-6751
1365 Cass Avenue, Detroit, Mich. 40226

Along with William Day, Mr. Haynes is taking an active part in NAB and other hard-core programs in the City.

MIND, INC.
Contact: Alan Vinson (313) 837-6616
15611 W. McNicholls Rd., Detroit, Mich. 48235
Home offices are in Greenwich, Conn. (See Appendix C for description.)

NAACP
Contact: Robert Tindal, executive secretary (313) 831-5525 or (313) 864-5350
242 East First Street, Detroit, Mich. 48201

The local office of the National Association for the Advancement of Colored People is working closely with the New Detroit Committee.

NEW DETROIT COMMITTEE
Contact: Levi Jackson (313) 961-7887
Suite 1515, Detroit Bank and Trust Building, 211 West 4th Street, Detroit, Mich.

Mr. Jackson is task force leader of the Committee's Education subcommittee. He is on loan from the Ford Motor Motor Company and was instrumental in getting Henry Ford III involved in nation-wide training efforts for the hard-core unemployed.

NORTHERN SYSTEMS
Contact: J.O. Grantham, Vice-Pres. (202) 293-1263
1730 Rhode Island Ave., N.W., Washington, D.C. 20006
Northern Systems also works in the Detroit area.
(See Appendix C for description.)

DETROIT URBAN LEAGUE
Contact: Francis Kornegay (313) TE 2-4600
208 Mack Avenue, Detroit, Mich. 48201

The local office of the National Urban League is also working with the New Detroit Committee. (see above)

METROPOLITAN FUND INC.
Contact: Kent Mathewson (313) 961-7887 or William T. Patrick, Jr., vice president (313) 961-7887
Detroit Bank and Trust Building, 211 West 4th Street, Detroit, Mich. 48226

Metropolitan Fund is a non-profit government research company which is helping to coordinate the efforts of City Hall with that of the New Detroit Committee.

El Paso

Texas

Mayor J. F. Williams
(915) 543-2900

KEY MAN:
Hugh F. Steen, NAB Metropolitan Chairman,
c/o El Paso Natural Gas Company, P.O. Box 1492, El Paso, Texas 79901 (915) 543-2600 Ext: 5010
Mr. Steen, President of El Paso Natural Gas Company, heads the local National Alliance of Businessmen.

NAB
Contact: Mr. Hugh F. Steen (see above) (915) 543-2593
204 Luther Building, El Paso, Tex. 79901

TEXAS EMPLOYMENT COMMISSION
Contact: Director's Office (915) 532-4901
616 North Santa Fe Street, El Paso, Tex. 79901

This group operates coordinating programs for the hard-core unemployed.

Flint
Michigan

City Manager: Thomas Kay
(313) CE 8-5641

MAYOR'S PROGRAM
Contact: Phillip Carrigan, chairman (313) 767-5491
Youth Opportunity Center, 706 North Street, Flint, Mich. 48502
Provides jobs for chronically unemployed by encouraging business to waive previous qualifying standards.

MOTT FOUNDATION–BOARD OF EDUCATION
Contact: William Hawkins (313) 238-1631
906 Crapo Street, Administration Building, Flint, Mich.
Finds jobs for youths under 18.

NAACP
Contact: Mr. Edgar B. Holt, President (313) 234-3085
718 Eldridge Ct., Flint, Michigan 48503
Local chapter of the National Association for the Advancement of Colored People.

Fort Wayne
Indiana

Mayor Harold Zeis
(219) 743-1918

KEY MAN: Virgil Asher, Coordinator of Operations
Services, NAB (219) 743-0525
c/o Phelps-Dodge Magnetic Wire, Fort Wayne, Indiana 46801

CHAMBER OF COMMERCE
Contact: Richard H. Bickle, Executive Vice-President (219) 742-0135
Chamber of Commerce Building, 826 Ewing St., Fort Wayne, Ind. 46802
A JOBS NOW program is being set up in Fort Wayne; the program will involve asking local employers to supply regular and summer jobs, as well as providing participants for a Volunteer Advisors Corps (VAC).

NAACP
Contact: Rev. Theodore Hudson, President (219) 446-8975
2317 Warsaw St., Fort Wayne, Ind. 46803

NAB
Contact: Virgil Asher (219) 743-0525 (see listing above)
Local representative of the National Alliance of Businessmen.

Fort Worth
Texas

City Manager: Howard McMahan
(817) ED 2-7241

NAACP
Contact: Dr. G. D. Flemmings, President (817) ED 2-6576
915½ Calhoun St., Fort Worth, Tex. 76102
Local chapter of the National Association for the Advancement of Colored People. Will receive inquiries concerning programs for the hard-core unemployed; businessmen interested in becoming involved in training and placement programs for the hard-core may contact this office.

NAB
Contact: Frank W. Davis, Metropolitan Chairman (817) PE 2-4811
c/o Fort Worth Division, General Dynamics Corp., P.O. Box 748, Fort Worth, Tex. 76101
Local office of the National Alliance of Businessmen working on programs dealing with the hard-core unemployed, including vocational training, on-the-job training and placement.

Fresno

California

City Manager: J. L. Taylor
(209) 266-8031
City Hall

CHAMBER OF COMMERCE
(209) 233-4651
2331 Fresno St., Fresno, Calif. 93721

Businessmen interested in information on local programs dealing with the hard-core unemployed may call this office.

NAACP
Contact: Mrs. Dorothy Ethridge (209) 237-3237
223 W. Dunn St., Fresno, Calif. 93706

Local branch of the National Association for the Advancement of Colored People. Has information on C.E.P. (Concentrated Employment Program) which is to be started up in the early part of 1969.

Gary

Indiana

Mayor R. G. Hatcher
(219) 886-2461

Assistant to Mayor: Jesse Bell
(219) 886-2461

HUMAN RELATIONS COMMISSION OF GARY
Contact: Charles King (219) 886-2461
401 Broadway, Gary, Ind. 46402

Invites employers to hire from their branch office, which is in a target area.

Branch office address: 1704 Broadway, Gary, Ind. 46407
Working with the federal branch office of the Office of Economic Opportunity.

INDIANA STATE EMPLOYMENT SECURITY DIVISION
Contact: Mr. William Carpenter (219) 883-9635
745 Washington Street, Gary, Ind. 46402

NAACP
Contact: Rev. William A. Paris (219) 895-0820
1828 Broadway, Gary, Ind. 46407

Local office of the National Association for the Advancement of Colored People.

URBAN LEAGUE OF GARY
Contact: George Coker (219) 886-9139
1649 Broadway, Gary, Ind. 46407

Local chapter of the National Urban League; performs job placement and counseling functions.

Grand Rapids

Michigan

City Manager: G. G. Schmid
(616) 456-3206

CHAMBER OF COMMERCE
Contact: William Farrell (616) GL 9-7221
150 Ionia Ave., Federal Bldg., Grand Rapids, Mich. 49502

The Chamber is prepared to answer inquiries from businessmen interested in training the hard-core.

KENT COUNTY WELFARE DEPARTMENT
Contact: Rupert Kettle (616) 451-2031
1260 Butterworth, S. W., Grand Rapids, Mich. 49504

This department has a program aimed at training welfare recipients for jobs.

MICHIGAN EMPLOYMENT SECURITY COMMISSIONER
Contact: Frank Christensen (616) 456-1511
255 South Division Ave., Grand Rapids, Mich. 49502

Coordinates federal and state funds for training the hard-core.

NAACP
Contact: Booker Howard, President, 535 Madison St. S.E., Grand Rapids, Mich. 49503; Mrs. Elizabeth Robinson, Secretary (616) GL 8-5245
Local chapter of the National Association for the Advancement of Colored People.

UNITED COMMUNITY SERVICE
Contact: Mr. Verduin; Mr. Devore (616) GL 9-6281
500 Association of Commerce Bldg., Grand Rapids, Mich. 49502
Working with civic, religious and government organizations

UNITED COUNTY SERVICE COMMUNITY ACTION AGENCY
(616) 459-6281
409 Commerce Bldg., Grand Rapids, Mich. 49502

YOUTH OPPORTUNITY CENTER
Contact: Charles Longfellow (616) 452-8747
2151 South Division Ave., Grand Rapids, Mich. 49507
Trains and places young people in full-time and part-time jobs.

Greensboro
North Carolina

City Manager: John Turner
(919) 378-1311

MANPOWER DEVELOPMENT CENTER SCHOOL
Contact: Tim Hogan (919) 275-0783
108 South Edgewood Avenue, Greensboro, N. C. 27402
School for the economically disadvantaged. Eight weeks training (feeder training) for adults up to eighth-grade level, but may be extended to train for skills in the near future.

NAACP
Contact: Dr. George C. Simkins, Jr. (919) BR 2-2795
P.O. Box 20642, Greensboro, N. C. 27402
Local chapter of the National Association for the Advancement of Colored People.

NEW CAREERS PROGRAM
Contact: Paul Gezon (919) 274-8453
Federal Building, Greensboro, N. C. 27402
Federal OEO program for career guidance and training.

PACE
Contact: Paul Gezon (919) 274-8453
Federal Building, Greensboro, N. C. 27402
Adult education program.

PERSONNEL SURVEY (sponsored by Upjohn Corp.)
Contact: Bill Little (919) 273-8687
c/o Chamber of Commerce, Greensboro, N.C. 17402
Coordinates actions of all employment agencies in Greensboro toward maximum employment for the hard-core unemployed.

Hartford
Connecticut

City Manager: Elisha C. Freedman
(203) 249-7371

KEY MAN: David Holmes (see below)

CITY SOCIAL SERVICES DEPARTMENT
Contact: Richard Mastronarde, director (203) 249-7371, Extensions 213 and 214
Municipal Building, Hartford, Conn. 06106
The Social Services of the City, although concentrated on those residents on welfare rolls, is involved with upgrading the employment capacities of residents in disadvantaged areas. Mr. Mastronarde's office in City Hall will provide information to businessmen who are interested in specific information about their section of the city.

GREATER HARTFORD CHAMBER OF COMMERCE
Contact: Arthur Lumsden, pres. (203) 525-4451
250 Constitution Plaza, Hartford, Conn. 06103
Mr. Lumsden is full-time head of the Chamber of Commerce and has worked closely with business and civic groups in the field of utilizing the entire workforce in the City.

HARTFORD COMMUNITY RENEWAL TEAM
Contact: David Holmes, exec. dir. (203) 525-8236
18 Asylum Street, Hartford, Conn. 06103
The Renewal Team coordinates the hard-core training work in the community and is liaison for OEO and other government agencies. The Team will offer businessmen advice on the best routes to take in training previously unemployables.

PROGRAM DYNAMICS ASSOCIATES
Contact: Morgan Doughton (203) 268-7878
79 Haverhill Road, Trumbull, Conn. 06611
(See Appendix C for description.)

U.S. DEPARTMENT OF LABOR MANPOWER ADMINISTRATION REGIONAL MANPOWER ADMINISTRATORS
Contact: J. Terrell Whitsitt, acting regional manpower administrator (212) 971-7565
Manpower Administration, U.S. Department of Labor, 341 Ninth Avenue, New York, N.Y. 10001

Honolulu
Hawaii

Mayor Neal S. Blaisdell
(808) 58061

KEY GROUP: NAB:
Contact: Hung Wo Ching (808) 562-108 or (808) 586-737
c/o Aloha Airlines, 301 Liberty Bank Building, 99 North King Street, Honolulu, Hawaii

HAWAIIAN HOTEL ASSOCIATION
Contact: Robert Burns (808) 742-211
c/o Kahala Hilton, 500 Kahala Avenue, Honolulu, Hawaii 96821
Mr. Burns has reported to the U. S. House of Representatives that the Association is launching a unique job training and placement service for the hotel trades industry.

NAACP
Contact: Dr. Clifford F. Roberts, President; Mrs. Mary Moore, Secretary (808) 962-252
1414 Wilder Ave., Honolulu, Hawaii 96822
The local branch of the National Association for the Advancement of Colored People is working with the NAB and Mayor's office in assisting the hard-core.

NAB
Contact: Hung Wo Ching (808) 562-108 or (808) 586-737
c/o Aloha Airlines, 301 Liberty Bank Building, 99 North King Street, Honolulu, Hawaii
According to Mayor Blaisdell, Mr. Hung Wo Ching is instrumental in planning all of the hard-core programs for Honolulu. His office will assist businessmen in the area in training and placing the underemployed workers. The goal for the local branch of the National Alliance of Businessmen is 1200 jobs.

Houston
Texas

Mayor Louie Welch
(713) 222-3011

COMMISSIONER'S COURT–NEIGHBORHOOD YOUTH CORPS
Contact: Howard Middleton, dir. (713) CA 8-8311 Ext. 7266
301 Fannin Street, Harris County Courthouse, Houston, Tex. 77002
The function is to prepare High School dropouts for (1) permanent employment in industry; (2) return to school and (3) advanced training courses.

CONCENTRATED EMPLOYMENT PROGRAM (CEP)
Contact: William H. Bush, Ph.D., director (713) 224-5981
2720 Leeland, Houston, Tex. 77003

Sponsored by the Comprehensive Manpower Demonstration Program provides vocational, pre-vocational and basic education classes for unemployed and underemployed in Third, Fourth and Fifth Wards, Denver Harbor and the Ship Channel. Concentrated with Department of Labor, with participation of HEW and OEO. (See Harris County Community Action Association)

CEP Outreach Offices:	*Address*	*Zip Code*
Community Development—	1401 Wilson	77019
	2615 Jensen	77026
	2101 Dowling	77003
	6421 Force	77020
	1821 Daugherty	77029
	2501 Holman	77004

CRESCENT FOUNDATION, INC.
Contact: Otis H. King, exec. dir. (713) OR 5-2758
1503 Lockwood Drive, Houston, Texas

A private non-profit corporation contracting with Harris County Community Action Association and the United States Department of Labor's Bureau of Apprenticeship and Training (BAT) to develop on-the-job training. Provides 500 on-the-job training positions under Comprehensive Employment Program developed for target area residents.

HARRIS COUNTY COMMUNITY ACTION ASSOCIATION
Contact: Francis L. Williams, executive director (713) RI 8-4410
6300 Bowling Green, Houston, Tex. 77021

HCCAA is a private, non-profit organization funded through the Office of Economic Opportunity, Washington to conduct the anti-poverty effort in Harris County. NOTE: Does not offer direct welfare assistance nor are funds available to individuals.

HCCAA COMMUNITY DEVELOPMENT DIVISION
Contact: Francis L. Williams (see above)

HCCAA NEIGHBORHOOD SERVICE CENTERS
Contact: Francis L. Williams (see above)

These centers provide and/or coordinate services adapted to neighborhood needs. Programs include tutorial, remedial, informal counseling, recreation, cultural enrichment, generic counseling, family life improvement/home management aides and services for troubled youths.

Neighborhood Service Centers:

County-Barrett Station, 131 Melville, Baytown, Texas 77520	432-2713
Jensen Center, 2830 Jensen, Houston, Texas 77026	CA 4-0984
Third Ward Center, 2322 Nagle, Houston, Texas 77004	CA 8-8247
Fourth Ward Center, 1436 Wilson, Houston, Texas 77019	CA 4-1059
Acres Home Center, 6333 W. Montgomery, Houston, Texas 77018	OX 7-0630
Fidelity Center, 702 Fidelity, Houston, Texas 77029	OR 2-7441
E. P. Hill Center, 4013 Hirsch Rd., Houston, Texas 77026	OR 4-4211
Studewood Center, 7705 N. Main, Houston, Texas 77022	UN 9-7234
Denver Harbor Center, 6919 Lyons, Houston, Texas 77020	OR 4-1150
Wallisville Rd. Center, 11657 Wallisville, Houston, Texas 77029	OR 5-2063
County-McNair Center, 2419 Broad, Houston, Texas 77017	426-4212
Trinity Garden Center, 7813 Hirsch Rd., Houston, Texas 77016	NE 1-1850
West End Center, 1605 Thompson, Houston, Texas 77007	UN 2-1678
Pinecrest Center, 4311 Hare, Houston, Texas 77020	CA 7-1830
Kelly Village Center, 1119 Grove, Houston, Texas 77020	CA 4-7418
State Street Center, 1902 State Street, Houston, Texas 77007	UN 4-5641
Piney Point Center, 8733 Antelope, Houston, Texas 77042	SU 2-2021
Albert Thomas Center, 2211 N. Main, Houston, Texas 77009	CA 4-7731

HOPE (HUMAN ORGANIZATION POLITICAL AND ECONOMIC DEVELOPMENT, INC.) Contacts: Rev. Earl E. Allen, dir., Kelton Sams, dir. of research, Roosevelt Huffpower, dir. of field operations (713) 673-0107
4100½ Lyons Avenue, Houston, Tex. 77020

A non-profit community development agency dedicated to the task of eliminating the symptoms and the causes of poverty. HOPE seeks to help the poor develop the power and the skills necessary to meaningfully influence those factors that control their lives.

THE HOUSTON COUNCIL ON HUMAN RELATIONS
Contact: John P. Murray, exec. dir. (713) JA 6-1829
3505 Main Street, Houston, Tex. 77002

Function: Research, education, publication and action concerning social problems and intergroup relations. Implementation of self-improvement projects, such as:

VISTA Volunteers – A community development program. VISTAs live in poverty areas and work toward the establishment of civic groups, health, recreation and educational programs. Their goals are: first, to enable men and women to obtain fulfillment of their aspirations through common effort; second, to inform the community-at-large and direct its attention to its role in erasing poverty and hopelessness.

HOUSTON INDEPENDENT SCHOOL DISTRICT
Contact: the Vocational and Technical Education Department (713) CA 4-9871 Ext. 226
1300 Capitol Avenue, Houston, Tex. 77002

Provides certain vocational education for children and adults. High Schools offer vocational courses in agriculture, business and industry. Since all courses are not available in any one school, students may request a transfer. High School courses generally are for juniors and seniors while the Vocational Technical School accepts sophomores, juniors, seniors and adults.

NORTHERN SYSTEMS
Contact: J. O. Grantham, Vice-Pres. (202) 293-1263
1730 Rhode Island Ave., N.W., Washington, D.C. 20006
Northern Systems also works in the Houston area.
(See Appendix C for description.)

SERVICE EMPLOYMENT AND REDEVELOPMENT (SER)
Contact: Moses (Moe) Sanchez (713) JA 2-6850
Houston Jobs for Progress, Inc.
3004 Bagby, Houston, Tex. 77006

Delegate agency to Comprehensive Employment Program which has been funded by U.S. Department of Labor to conduct classes in basic adult and remedial education.

STATE OF TEXAS DEPARTMENT OF LABOR
Contact: G. E. Parrott, investigator-office manager (713) CA 3-4178, 4179, 4180
852 M & M Building, Houston, Tex. 77002

A state agency, investigates cases regarding State Labor Laws.
Counsels with employer, employees and general public on State wage regulations, and other State Labor Laws.

TEXAS EMPLOYMENT COMMISSION
Contact: H. H. Jackson, district director (713) CA 5-1711
1115 Anita Street, P.O. Box 1390, Houston, Tex. 77001

A State agency, offering at no charge or fee, employment service facilities in Harris County to all applicants and employers. Includes vocational counseling, aptitude tests and related services. Administers the unemployment compensation law and offers assistance in employer problems to industries. It offers help to anyone experiencing difficulty in competing in the labor market; it handles Job corps, MDTA and NYC referrals; placement of students seeking summer employment; and supplies apprenticeship information.

TEXAS SOUTHERN UNIVERSITY "UPWARD BOUND"
Contact: Emmanuel Campbell, project director (713) JA 8-5517
3201 Wheeler, Houston, Texas 77004

Function: A pre-college preparatory program sponsored by Office of Economic Opportunity to generate skills and motivation necessary for education beyond high school among young people from low-income backgrounds with inadequate secondary school foundation to prepare them for acceptance in a college environment.

Indianapolis
Indiana

Director of Unemployment: Juan Solomon
(317) 633-3714

BOARD FOR FUNDAMENTAL EDUCATION
Contact: Dr. Cleo Blackburn (317) 639-4281
156 East Market Street, Indianapolis, Ind. 46202
Private training company (see listing in Appendix C for description).

IVY TECHNICAL & VOCATIONAL INSTITUTE
Contact: Mr. Hadley (317) 633-5442
330 North Pennsylvania, Architect's Bldg., Indianapolis, Ind. 46204
Industrial programs designed.

NAACP
Contact: Andrew Ramsey, President (317) AT 3-4350
3853 Byram St., Indianapolis, Ind. 46208
Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: Alfred J. Stokely, Metropolitan Chairman (317) 631-2551
c/o Stokely & Van Camp, Inc., 941 North Meridian St., Indianapolis, Indiana 46206
Local office of the National Alliance of Businessmen.

STATE EMPLOYMENT AGENCY
Contact: Wayne Newton (317) 632-5421
145 West Washington Street, Indianapolis, Ind. 46204
Coordinating federal and state funds for local programs for the underemployed.

Jersey City

New Jersey

Mayor Thomas J. Whelan
(201) 434-3600

KEY MAN:
Walter Knight, executive vice president,
Chamber of Commerce (201) 653-7400

CHAMBER OF COMMERCE
Contact: Walter Knight (201) 653-7400
911 Bergen Avenue, Jersey City, N.J. 07306
The Chamber is one of the major contributors, both in resources and manpower, to the NAB effort in Jersey City. Mr. Knight, who is devoting much of his time to this program, is ready to help businessmen in the Jersey City area join in the effort to train and hire disadvantaged workers. The C of C, with the NAB, is working on a contract with Philco-Ford for educational programs and training materials to be used as part of the NAB project in Jersey City.

CITY HALL
(201) 434-3600
The Mayor's office and Department of Health and Welfare can provide information about new programs that are underway under the auspices of the Housing Authority, Board of Education, and a Department of Welfare project called "Operation Step-Up" which is underway.

COMMUNITY FUND
Contact: William Martin, director (201) 653-6781 or (201) 434-2625
857 Bergen Avenue, Jersey City, N.J. 07306
In some communities this organization would be called the community chest, but the Jersey City "Fund" has devoted much of its efforts to solving an often forgotten part of the hard-core problem. Using federal funds, the Fund has launched a "Jobs for the Elderly" campaign and urges businessmen to join in training and placing this segment of the workforce.

JERSEY CITY CAN-DO (COMMUNITY AND NEIGHBORHOOD DEVELOPMENT ORGANIZATION)
Contact: Earl Byrd, director (201) 433-7321 or (201) 433-1707
391 Jackson Avenue, Jersey City, N.J. 07305
Can-Do is located and constantly working in the poor areas of the City; as part of its anti-poverty efforts Can-Do is seeking the help of business to hire the unemployed.

NAB
Contact: Thomas Stanton (201) 333-1300
One Exchange Place, Jersey City, N.J. 07306
The local office of the NAB has already contracted with the federal government for approximately $6 million in funds for training the hard-core unemployed. Mr. Stanton, president of the First National Bank of Jersey City, is working with Mr. Knight (above) and a representative of Radio Corporation of America on a full-time program of assistance for the hard-core unemployed. The NAB is soliciting the help of small businessmen to aid them in their program.

Kansas City
Missouri

City Manager: Carleton F. Sharpe
(816) CR 4-2474

JEWISH VOCATIONAL SERVICE
Contact: Bert Brandt (816) GR 1-2808
1606 Main Street, Kansas City, Mo. 64108

Will provide training and guidance facilities for disadvantaged workers of all faiths.

KANSAS CITY URBAN LEAGUE
Contact: Lenore Pemberton (816) GR 1-0550
2705 Prospect Avenue, Kansas City, Mo. 64128

Branch of National Urban League including on-job-training program.

TRAINING CORP. OF AMERICA INC.
Contact: Edward Scaggs (816) BA 1-0810
Division of Westinghouse Airbrake
1411 Walnut, Kansas City, Mo. 64106

Using Department of Labor funds the company has trained 800 disadvantaged workers and placed another 500. TCA will answer queries from businessmen who wish to help the hard-core unemployed.

Long Beach
California

Executive Assistant to the
City Manager: Byron O'Neil
(213) HE 6-9041 Ext. 393

CHAMBER OF COMMERCE
Contact: Ernest LaBelle, executive director (213) HE 6-1251
121 Linden Avenue, Long Beach, Calif. 90802

The C of C is in touch with the business community and works with small firms in the area by directing inquiries concerning training the hard-core.

CITY OF LONG BEACH
Contact: Byron O'Neil (213) HE 6-9041, Ext. 393
205 West Broadway (City Hall), Long Beach, Calif. 90802

Mr. O'Neil is coordinating programs for the training of the hard-core. He reports that 1,500 jobs have been committed so far to the City for total involvement.

LONG BEACH OPPORTUNITIES COMMISSION
Contact: Carl Wallace, executive director (213) 436-3227
339 Pacific Avenue, Long Beach, Calif. 90812

Mr. Wallace will assist businessmen in placing the hard-core unemployed and direct businessmen to training programs in the area.

STATE DEPARTMENT OF EMPLOYMENT
Contact: Jerry Fields, director (213) HE 7-0171
1350 Locust Avenue, Long Beach, Calif. 90813

Coordinating state and federal programs for training and placement of disadvantaged workers.

Los Angeles
California

Mayor Samuel W. Yorty
(213) 624-5211

KEY GROUPS: The various OEO and local programs for training the hard-core have been encompassed by the following four organizations for the City of L.A.

DIRECTOR OF COMMUNITY DEVELOPMENT
Contact: Robert L. Goe (213) 624-5211, Ext. 3751
200 North Spring Street, Room 308, Los Angeles, Calif. 90012

Mr. Goe will direct inquiries on the hard-core to proper agencies.

LOS ANGELES CHAMBER OF COMMERCE
Contact: Chad McClellan (213) 482-4010
404 South Bixel Street, Los Angeles, Calif. 90015

Mr. McClellan, as head of the C of C's Management Research Institute, is working with representatives of other civic groups in the community and the Mayor's office in outlining programs to raise the employment level of the disadvantaged workers.

MIND, INC.
Contact: Allison B. Owen (213) 826-3571
11520 San Vicente Blvd., Suite 101, Los Angeles, Calif. 90049
Home offices are in Greenwich, Conn. (See Appendix C for description.)

NAB
Contact: Howard Edgerton (213) 628-0501
California Federal Savings Bank, 5601 Wilshire Blvd., Los Angeles, Calif. 90017

Mr. Edgerton, president of the California Federal Savings Bank, will assist small businessmen in planning a program of job training and placement for the hard-core.

NORTHERN SYSTEMS
Contact: J.O. Grantham, Vice-Pres. (202) 293-1263
1730 Rhode Island Ave., N.W., Washington, D.C. 20006
Northern Systems also works in the Los Angeles area.
(See Appendix C for description.)

URBAN COALITION
Contact: Dr. Lee DuBridge (213) 681-7171
California Institute of Technology, 1201 E. Calif. Blvd., Pasadena, Calif. 91109

Coordinating religious, social, business, and other civic groups, under the auspices of City Hall, Dr. DuBridge, a professor at Cal Tech, heads the local Coalition program.

Louisville
Kentucky

Mayor K. A. Schmied
(502) 583-0671

NAACP
Contact: Rev. W. J. Hodge, President (502) 584-7912
1909 W. Jefferson St., Louisville, Ky. 40203

Local chapter of the national Association for the Advancement of Colored People; receives inquires concerning programs dealing with the hard-core; will direct businessmen who wish to hire retrained hard-core or provide on-the-job training.

NAB
Contact: Cyrus L. MacKinnon, Metropolitan Chairman (502) 582-4011
c/o Courier Journal & Louisville TIMES, 525 W. Broadway, Louisville, Ky. 40202

Local office of the National Alliance of Businessmen; geared to tackle the problems of the hard-core unemployed through coordinated efforts with civic, religious and educational organizations, as well as other business groups; programs include vocational training and placement.

Memphis
Tennessee

Mayor Henry Loeb
(901) 527-6611

NAACP
Contact: Jesse H. Turner, President (901) JA 5-6057
234 Hernando St., Memphis, Tenn. 38105

Local chapter of the National Association for the Advancement of Colored People. This organization will receive and direct inquiries from businessmen who wish to participate in programs geared to retrain and employ the hard-core unemployed.

NAB
Contact: W. Porter Grace, Metropolitan Chairman (901) 523-2911
c/o Union Planters National Bank, 67 Madison Ave., Memphis, Tenn. 38101

Local office of the National Alliance of Businessmen which works closely with civic, religious, educational and other business organizations to deal with the problem of the hard-core unemployed through vocational training, on-the-job training and placement programs.

Miami
Florida

City Manager: M. L. Reese
(305) 377-5911

DADE COUNTY BOARD OF PUBLIC INSTRUCTION
Contact: Philip Seagram (305) 377-4311
1410 North East Second Avenue, Miami, Fla. 33132

"Vestibule training program" – developing correct attitudes, deportment, dress, manners, etc. A four-week course sponsored by businessmen in the community.

ECONOMIC OPPORTUNITY PROGRAM, INC.
Contact: Harold Jackson (305) 377-8601
395 North West First Street, Miami, Fla. 33128

ECONOMIC OPPORTUNITY TASK FORCE
Contacts: Charles B. Potter, vice president of Burdine's,
Frank Cannon, director (305) 377-8011
1401 D Courthouse, Miami, Fla. 33128

MAYOR'S COUNCIL ON YOUTH OPPORTUNITY
Contact: Robert Simms (305) 377-5911
1401 D Courthouse, Miami, Fla. 33128

NATIONAL ALLIANCE OF BUSINESSMEN
Contact: William Raven, vice president Pan American
Southeastern U.S. & Caribbean Pan American World Airways (305) 637-2411

NATIONAL EDUCATIONAL ASSOCIATES FOR RESEARCH AND DEVELOPMENT, INC.
Contact: James E. Brannigan (305) 584-0660
3301 College Ave., Ft. Lauderdale, Fla. 33314
(See Appendix C for descripition.)

UNITED FUND YOUTH LEADERSHIP TRAINING PROGRAM
395 North West First Street, Miami, Fla. 33128, (305) 358-0216

YOUTH LEADERSHIP TRAINING PROGRAM
Contact: Henry R. Rayford (305) 358-0216
955 South West Second Avenue, Miami, Fla. 33128

Urban League – specialized training for crafts.

Milwaukee
Wisconsin

Mayor Henry W. Maier
(414) 276-3711

KEY MAN: William E. Robertson, Social Development Commission (see below).

ASSOCIATION OF COMMERCE
Contact: Thomas Duncan, director (414) 273-3000
828 North Broadway, Milwaukee, Wisc. 53202

The Association is a business organization which has been working with Mr. Robertson's office (see below) to find jobs for the disadvantaged workers of Milwaukee.

MILWAUKEE SOCIAL DEVELOPMENT COMMISSION
Contact: William Robertson (414) 276-3766, Ext. 42
828 North Broadway, Milwaukee, Wisc. 53202

Mr. Robertson heads the Commission's Youth Opportunities Project, and is unofficial coordinator of the hard-core training and placement work in the City. He will gladly direct businessmen to sources of assistance for hard-core training programs, and if there is sufficient interest in the community, organize a local "alliance of businessmen."

MILWAUKEE URBAN LEAGUE
Contact: Elmer Anderson, director (414) 374-5850
1000 West Center Street, Milwaukee, Wisc. 53206

Part of the National Uurban League, Mr. Anderson and his staff have instituted their own programs for the hard-core and are ready to assist businessmen who are willing to hire or help train the unemployed.

OIC (OPPORTUNITIES FOR INDUSTRIALIZATION CENTERS)
Organization and leadership has not been completed, but the Social Development Commission(see above) will help direct inquiries about this federally-sponsored program of vocational training.

Minneapolis
Minnesota

Mayor Arthur Naftalin
(612) 330-2100
Secretary to Mayor: Clyne Olson
(612) 330-2100

LOCAL COMMUNITY ACTION PROGRAM
Contact: Mr. Edgar Pillow, Executive Director (612) 333-5263
1801 Nicollet Avenue, Minneapolis, Minn. 55403

Local branch of the C.A.P., coordinating federal anti-poverty projects in area.

MINNEAPOLIS URBAN LEAGUE
Contact: Mr. Gleason Glover, Director (612) 521-2278
1016 Plymouth Ave. North, Minneapolis, Minn. 55411

Local chapter of National Urban League.

PILOT CENTER
Contact: Mr. James Mosley (612) 529-7771
1108 West Broadway Avenue, Minneapolis, Minn. 55411

Minneapolis program for placement and training of unemployed.

TC-OIC (Twin Cities Opportunities Industrialization Center)
Contact: Rev. Stanley King, Director (612) 333-4561
517 Marquette Avenue, Minneapolis, Minn. 55402

Aimed at vocational training. Private non-profit program of Negro self-help that trains minority group members for jobs. Provides trained workers for an industry on a fee basis.

Newark
New Jersey

Mayor Hugh Addonizio
(201) 643-6300

NAACP
Contact: Miss Sally G. Carroll, President (201) BI 8-7827
190 Clinton Ave., Newark, N.J. 07108

Local branch of the National Association for the Advancement of Colored People.

NAB
Contact: Orville E. Beal, Metropolitan Chairman (201) 336-1234
c/o Prudential Insurance Company of America, Prudential Plaza, Newark, N.J. 07101

Local office of the National Alliance of Businessmen; is taking an active role in training and placement programs for the hard-core unemployed.

TEAM, INC.
Contact: Joseph Coarizio, Assistant Director (201) 621-8030
37 Broadway, Newark, N.J. 07104; 364 Springfield Ave., Newark, N.J. 07103; 766 High St., Newark, N.J. 07102
Private corporation working with problems of the hard-core unemployed.

TRAINING SERVICES, INC.
Contact: Leonard J. Smith (201) 933-5880
130 Orient Way, P.O. Box 388, Rutherford, N.J. 07070
(See Appendix C for description.)

New Haven
Connecticut

Mayor Richard Lee
(203) 562-0151

CHAMBER OF COMMERCE
Contact: Walter Coleman (203) 787-6735
152 Temple Street, New Haven, Conn. 06506

Mr. Coleman is working with C.P.I. (see below)

COMMUNITY PROGRESS INC.
Contact: Joe Marci (203) 787-0151
270 Orange Street, New Haven, Conn. 06511

New Haven has no NAB program but they are using NAB formula. The quota of 1000 jobs has so far been met with 400 prospects for the hard-core. The summer job quota of 700 has 760 applicants. C.P.I. is dealing with the recruiting of youths under the age of 16 who are eager to work. As yet industry has not been able to absorb these part-time and summer employees.

PROGRAM DYNAMICS ASSOCIATES
Contact: Morgan Doughton (203) 268-7878
79 Haverhill Road, Trumbull, Conn. 06611
(See Appendix C for description.)

New Orleans
Louisiana

Mayor Victor H. Schiro
City Hall
(504) 522-6191

NAACP
Contact: Arthur Chapital, Sr., Executive Secretary (504) 944-0278
1821 Orleans Avenue, New Orleans, La. 70116

Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: Henry Z. Carter, Director (504) 866-4561
c/o Avondale Shipyards Inc., P.O. Box 50280, New Orleans, La. 70150

Local office of the National Alliance of Businessmen.

New York
New York

Mayor John Lindsay
(212) 566-5700

BUREAU OF APPRENTICESHIP & TRAINING
Contact: Fred J. Neher, Regional Director (212) 264-4386
N.Y. Area Office, U.S. Department of Labor, 45 Broadway, N.Y.C.; Regional Office, U.S. Department of Labor, 341 Ninth Ave., N.Y.C. 10001, 971-5456.

Develops, services and administers on-the-job training and pre-job training programs.

CATHOLIC CHARITIES OF NEW YORK
Contact: Edward Dolan, director; Miss Alliene Hood, placement officer (212) 677-5000
Archdiocesan Vocational Service, 122 E. 22nd St., N.Y.C. 10010

Provides job development, placement, counseling, referral.

CENTRO CATOLICO DE INFORMACION
Contact: Reverend Francisco Domingo, director; Mrs. Daisy Maldonado, assistant director (212) 286-3980
3759 Broadway, N.Y.C. 10032

Provides job development, counseling, placement, referral.

COMMONWEALTH OF PUERTO RICO
Contact: Joseph Monserrat, director; Hector Rodriguez, supervisor of employment (212) 245-0700
Migration Division, Dept. of Labor, 322 W. 45th St., N.Y.C. 10036
Provides job development, counseling, placement and referral.

COMMUNITY DEVELOPMENT AGENCY
Contact: Major Owens, commissioner, (212) 566-5710
100 Church St., N.Y.C.
Administrative agency for Concentrated Employment Program, in N.Y. area.

EAST HARLEM YOUTH EMPLOYMENT SERVICE
Contact: Robert Hougham, director, (212) 369-3533
2037 Third Ave., N.Y.C. 10027
Provides job development, counseling, placement and referral.

EAST NEW YORK NMSC
Contact: Bill Wright, director (212) 346-1611
505 Sutter Ave., Brooklyn, N.Y. 11212
Provides job development, counseling, placement, referral.

HUMAN RESOURCES ADMINISTRATION
Contact: Mitchell I. Ginsburg, administrator, (212) 566-3100
51 Chambers St., N.Y.C.
The overall N.Y.C. organization for anti-poverty program. Community Development Agency (CDA), Manpower and Career Development Agency (MCDA) and Youth Board are components of this Administration.

JOB COUNSELING CENTER — BOARD OF EDUCATION
Contract: Richard Greenfield (212) 673-8254
51 Chambers Street, N.Y.C.

LOWER EAST SIDE NMSC (Main Office)
Contact: Felipe Ortiz, director (212) 674-9050
131 Essex St., N.Y.C.
Branch Offices: Action for Progress, 62 Rivington St., (212) 674-9120; Mobilization for Youth, 214 E. 2nd St., (212) 677-0400; Rutgers Community Center, 200 Madison St., (212) 227-2193.
Neighborhood Manpower Service Center working with the disadvantaged in the area.

LOWER WEST SIDE COMMUNITY CORP.
Contact: Jerome Kilker, director; Francis Soloman, Youth Corps director (212) 736-6196
348 W. 34th St., N.Y.C. 10011
Neighborhood Manpower Service Center and Neighborhood Youth Corps Agency, with a NYSES Staff reachable at (212) 736-8380.

MANPOWER AND CAREER DEVELOPMENT AGENCY (MCDA)
Contact: Cyril Tyson, commissioner; Ed Lowry, in charge of Job Development; Jack White, director of Neighborhood Manpower Service Centers (212) 566-4484
100 Church St., N.Y.C.
An agency of the city's Human Resources Administration, consisting of a network of 24 neighborhood manpower centers.

MANPOWER EDUCATION INSTITUTE
Contact: James J. McFadden (212) 867-9405.
405 Lexington Ave., Room 709, N.Y.C. 10017
Private training and placement organization for the hard-core.

MEND (MASSIVE ECONOMIC NEIGHBORHOOD DEVELOPMENT)
Contact: Gerterlyn Dozier, executive director; Donald Sallender, program director; Leroy Ricksey, Youth Corps director (212) 348-1222
200 East 116th St., N.Y.C. 10029
Voluntary agency offering comprehensive job services.

METRO NORTH CONSERVATIVES COMMUNITY PROJECT
Contact: Ramon Diaz, Director, (212) 381-9120; Joe Cruz, Asst. Dir.
314 East 105th St., N.Y.C.
Provides comprehensive job services: job development, counseling, placement and referral.

MIND, INC.
Contact: Roy Delapenha; Milledge Mosby (212) MU 8-7600
717 Fifth Ave., New York, N.Y. 10016
(See Appendix C for description.)

MOBILIZATION FOR YOUTH
Contact: Bertrand Beck—Executive Director, (212) 677-0400
214 East Second St., N.Y.C. 10009

(See Appendix C for description.)

MORRISANIA COMMUNITY CORPORATION
Contact: Eduardo A. Vasquez – Executive Director, Bill Miller – Youth Corps Director, (212) 589-2088 or 589-0109
1169 and 1179 Boston Post Road, Bronx, N.Y. 10456

Consists of: Neighborhood Manpower Service Center, Neighborhood Youth Corps Agency and New York State Employment Service staff – reachable at (212) 589-8050

NATIONAL ALLIANCE OF BUSINESSMEN
New York Metro Office Contact: Floyd D. Hall, Metropolitan Chairman; Edward W. Jacobson – Metropolitan Director; Kenneth Brendstrup – Director, Job Procurement; James A. Bryan – Director, Job Recruiting; (212) 245-1270
Lincoln Bldg., 60 E. 42nd St., N.Y.C.

Working with public and private groups as part of a nationwide program of assistance for the hard-core.

NATIONAL SKILLS CENTERS (OPPORTUNITIES INDUSTRIAL CENTER)
Contact: Gerald M. Leonard, (212) RI 9-2402
415 W. 127th St., N.Y.C. 10027

(See Appendix C for description.)

NEIGHBORHOOD MANPOWER SERVICE CENTERS (NMSC)
Contact: Jack White—Director of NMSC's for MCDA
(Listed under individual NMSC names)

One-stop employment centers to bring all-inclusive manpower services to the doorsteps of the poor under the city's Manpower and Career Development Agency (MCDA).

NYSES (NEW YORK STATE EMPLOYMENT SERVICE)
Contact: Leo Bernstein—NYC Placement Director; Dorothy C. Spaulding—NYC Manpower & Comm. Serv. Dir. (212) 563-7660
370 Seventh Ave., N.Y.C. 10001

The NYSES provides comprehensive employment services and works closely with federal and city agencies. Assistance is also available at NYSES offices in each of the five Boroughs as well as Rockland, Westchester, Nassau and Suffolk Counties. A professional staff is also available to answer questions and assist businessmen at the Youth Opportunities Centers in the Metropolitan area.

NEW YORK URBAN COALITION
Contact: Saul Wallen, President (212) 986-2011
Lincoln Bldg., 60 East 42nd St., New York, N.Y.

Permanent organization run by loaned executives from business. Works closely with NAB in job placement and recruitment. It also works in other anti-poverty areas—such as education and housing.

OCEAN HILL—BUSHWICK NMSC
Contact: Ahmed Zaky, Counselor; Ana M. Rodriguez (212) 443-2222
1795 Broadway, Brooklyn, N.Y. 11207

Neighborhood Manpower Service Center

OFFICE OF ECONOMIC OPPORTUNITY—U.S. (OEO)
Regional Offices, Northeast Region (212) 573-6361
72 West 45th St., New York, N.Y.

The funding agency for many manpower programs

OPPORTUNITIES INDUSTRIALIZATION CENTER (OIC)
Contact: John Parham (212) 857-3100
1228 Fulton St., Brooklyn, N.Y.

Trains unemployed persons so that they can become self-sustaining rather than dependent on welfare.

PUERTO RICAN COMMUNITY DEVELOPMENT PROJECT
Contact: Mrs. Amalia Betanzos, Executive Director; Rafael Sambrana, Manpower Director (212) 765-9811, 255-3039
210 West 50th St., New York, N.Y. 10019 and 116 West 14th St., New York, N.Y. 10011

Cooperating agency with MCDA. Provides comprehensive job services.

ST. JOHN THE BAPTIST CHURCH
(212) EV 4-3567, 195 Maujer St., Brooklyn, N.Y.

The church operates an employment center and does educational work for the handicapped.

SALVATION ARMY
Contact: John F. Dockendorf, Employment Director (212) CH 3-8700 ext. 405
546 Sixth Ave., New York, N.Y. 10011
The employment services office of the army trains and places disadvantaged workers.

SKILL ADVANCEMENT, INC.
Contact: Augustin Rivera (212) 688-4210
663 Fifth Ave., New York, N.Y. 10022
(See Appendix C for description.)

SOUTH BRONX COMMUNITY CORP.
Contact: Emil Caballero, Executive Director; Hugh Peterson, Youth Corps Director (212) 292-0396
368 East 149th St., Bronx, N.Y. 10455
Neighborhood Manpower Service Center
Neighborhood Youth Corps Agency

SOUTH BRONX CONCENTRATED EMPLOYMENT PROGRAM (CEP)
Contact: Frank Valdez, Director, Al Terranova, (212) 993-3505
529 Courtland Ave., Bronx, N.Y.
A major source for recruitment, remedial education and supportive services, the CEP is a cooperating agency with MCDA.

SOUTH JAMAICA COMMUNITY CENTER
Contact: Charles Broadfield, Director; Wayne McGaddye, Youth Corps Director (212) 523-4161, 291-2012
158-01 South Rd., Jamaica, N.Y. 11443 or 114-02 New York Blvd., Jamaica, N.Y. 11434
Neighborhood Manpower Service Center and Neighborhood Youth Corps Agency. NYSES Staff (212) 523-4871

STATEN ISLAND NEIGHBORHOOD MANPOWER CENTER
Contact: Frank Florio, Director (212) 273-2240
Village Hall Rooms 207 and 208, 111 Canal St., Stapleton, S.I., N.Y. 10304
Neighborhood Manpower Service Center.

UNITED STATES R & D CORPORATION
Contact: Robert Clampitt (212) 682-0284
Tower Suite 6100, Chrysler Bldg., New York, N.Y. 10017
(See Appendix C for description.)

URBAN LEAGUE OF GREATER NEW YORK
Contact: Harold Oostdyck (212) AU 6-8000
204 West 136th St., New York, N.Y. 10030
An educational and action program using professional and indigenous staff to motivate and encourage economically disadvantaged families and a Neighborhood Youth Corps agency are part of the Urban League's efforts.

WALTER WHITE NEIGHBORHOOD MANPOWER CENTER
Contact: Joseph Bostic, Director; Dan Derogatis, Placement Officer (212) 672-1211, NR 2-1930
103-02 Northern Blvd., Corona, N.Y. 11468
Neighborhood Manpower Service Center

WILLIAMSBURG COMMUNITY CORP.
Contact: Robert Johnson, Director; Martin Beamon, Youth Service Unit Supervisor; Al Brandon, Youth Corps Director (212) 782-1190, 782-8688, EV 7-5305
Neighborhood Manpower Service Center, Youth Board Service Unit, Neighborhood Youth Corps Agency

YOUTH OPPORTUNITY CENTER – BRONX
Contact: Mrs. Minnie Blackman, Director; Miss Victoria Ford, Sr. Employment Interviewer (212) 993-3200
558 Southern Blvd., Bronx, N.Y. 10455
Part of New York State Employment Service.

YOUTH OPPORTUNITY CENTER – BROOKLYN
Contact: Ruth Coleman, Director; Melvin Cohen, Sr. Employment Interviewer (212) 855-7575
394 Bridge St., Brooklyn, N.Y. 11201
Part of New York State Employment Service.

YOUTH OPPORTUNITY CENTER – MANHATTAN
Contact: Robert Payne, Director; Marvin Rose, Sr. Employment Counselor (212) 695-0750
330 West 34th St., New York, N.Y. 10001
Part of New York State Employment Service.

YOUTH OPPORTUNITY CENTER – NASSAU COUNTY
Contact: William J. Conway, Director, Joseph Scacalossi (516) 481-8700
95 Jackson St., Hempstead, L.I., N.Y. 11550
Part of New York State Employment Service.

YOUTH OPPORTUNITY CENTER – QUEENS
Contact: Herbert Lieberman, Director; Mrs. Roslyn Rubin, Senior Employment Counselor (516) 291-4646
91-14 Merrick Rd., Jamaica, N.Y. 11432
Part of New York State Employment Service.

YOUTH OPPORTUNITY CENTER – WESTCHESTER
Contact: John Castaldi, Director, Henry Desforges (914) 699-9202
9 South First Ave., Mt. Vernon, N.Y.
Part of New York State Employment Service.

VOLT TECHNICAL CORPORATION
Contact: Elliot Wolfe (212) 594-6184
640 W. 40th St., New York, N.Y. 10018
(See Appendix C for description.)

WOOLMAN SYSTEMS, INC.
Contact: H. Salpeter (212) MU 8-7600
717 Fifth Ave., New York, N.Y. 10022
(See Appendix C for description.)

Norfolk
Virginia

City Manager: Thomas F. Maxwell
(703) 441-2471

KEY GROUP:
CEP, Virginia State Department of Employment
904 Granby Street, Norfolk, Va. 23510 (703) 622-1361.

CEP
Contact: Paul Bryan, (703) 622-1361
Virginia State Department of Employment
904 Granby Street, Norfolk, Va. 23510
Mr. Bryan's office is planning the local Concentrated Employment Program for the City, and hopefully the federally-funded project will be in full swing by September.

OEO COMMUNITY PROGRAM
Contact: Paul Bryan (703) 622-1361
Virginia State Department of Employment
904 Granby Street, Norfolk, Va. 23510
This far-reaching program in disadvantaged areas is being planned and will include: job rehabilitation, placement of the hard-core, vocational training, and recreational facilities in the City – all under one roof.

Oakland
California

City Manager: Jerome Keithley
(415) 273-9000

ADULT MINORITY EMPLOYMENT PROJECT
Contact: Noel Charette (415) 835-4533
610 Sixteenth Street, Oakland, Calif. 94612
Educational and vocational program for underemployed adults.

BAY AREA URBAN LEAGUE (OJT)
Contact: Gene Johnson (415) 465-1400
1440 Broadway, Room 1008, Oakland, Calif. 94612
On-the-job training as part of the National Urban League.

CONCENTRATED EMPLOYMENT PROGRAM
Contact: Roy Lemarr (415) 451-3726
1419 Broadway, Room 301, Oakland, Calif. 94612
Part of the OEO project to train the hard-core, and elicit business participation.

EAST BAY SKILLS CENTER
Contact: John Michie, director (415) 658-7356
1100 67th Street, Oakland, Calif. 94608
Local training and placement organization.

OPPORTUNITIES INDUSTRIALIZATION CENTER
Contact: Clarence Jones, director (415) 835-9491
2510 Grove Street, Oakland, Calif. 94610
Part of a nationwide program of training disadvantaged workers.

SPANISH SPEAKING UNITY COUNCIL (OJT)
Contact: Bert Acton (415) 534-2710
924 Fruitvale Avenue, Oakland, Calif. 94601
On-the-job training for Spanish-speaking residents of the City.

YOUTH OPPORTUNITY CENTER
Contact: Rudolph Risk (415) 835-4142
301 Thirteenth Street, Oakland, Calif. 94612
Job training and placement aimed at youngsters from disadvantaged areas and those seeking summer employment.

Oklahoma City

Oklahoma

City Manager: Robert Oldland
(405) CE 1-2424

KEY MAN: Mr. R. Compton, Community Relations Commission, (405) CE 1-2445, 331 W. Main, Oklahoma City, Okla. 73102

CAMPS
Contact: Mr. Newton Rose, Director (405) CE 5-9311
109 N. Robinson, Oklahoma City, Okla. 73102
Mr. Rose, the metropolitan director of the Oklahoma Employment Service, directs this federal project of manpower training and hiring.

C.A.P.
Contact: Mr. Walter Mason, Executive Director (405) CE 5-8686
331 West Main Street, Oklahoma City, Okla. 73102
The C.A.P. handles federally sponsored programs. Mr. Mason directs the OIC/OJT Neighborhood Youth Corps for the County.

COMMUNITY RELATIONS COMMISSION
Contact: Mr. R. Compton (listed above).
The Commission is a local group using local funds and talent to train and place the hard-core.

MAYOR'S YOUTH OPPORTUNITIES COUNCIL
Contact: Mr. Ben Hart, Coordinator (405) CE 5-8686
331 West Main St., Oklahoma City, Okla. 73102
They are concentrating on summer employment for disadvantaged youth and are asking for business's help in placing the workers.

NAB
Contact: Mr. Stanton Young, Chairman; Mr. Malcolm Donahue, Director (405) CE 5-5484
Skivin Tower Hotel, Oklahoma City, Okla. 73102
This is the local branch of the NAB. Mr. Young is also Chairman of the Chamber of Commerce. He will help businessmen with any problems.

Omaha
Nebraska

Mayor A. W. Sorensen
(402) 341-8122

KEY MAN:
Louis B. Olsen, special assistant to the Mayor,
City Hall 319 S. 19th Street
Omaha, Neb. 68102 (402) 341-8122.
NAB coordinator

NAB
Contact: Louis B. Olsen (see above)

Although the NAB quota is for 400 basic hard-core trainees, 1596 pledges have already been received. Sixty trainees have already been placed. A youth oriented program for an additional 1100 jobs is underway.

Contracts have been submitted from: Omaha World Herald; Omaha Public Power; Tip Toe Products, Sierra Nevada Building; Mutual of Omaha; Jones Body Shop (autos); Canar Manufacturing (furniture); All Makes Typewriters and Herman Bros. Trucking.

All of the above have submitted contracts under MA-3 and are good contacts for other businessmen in the area.

NORTHERN SYSTEMS
Contact: J.O. Grantham, Vice-Pres. (202) 293-1263
1730 Rhode Island Ave., N.W., Washington, D.C. 20006
Northern Systems also works in the Omaha area.
(See Appendix C for description.)

Paterson
New Jersey

Mayor Lawrence R. Kramer, Jr.
(201) 684-5800

FEDERAL ELECTRIC CORPORATION
Contact: Allan J. King (201) 967-2602
620 Industrial Ave., Paramus, N.J. 07652
(See Appendix C for description.)

JOB START
Contact: Michael Kushma
152 Market Street, Paterson, N.J. 07505

Provides schooled youngsters with five or six weeks of orientation toward obtaining work.

NEIGHBORHOOD YOUTH CORPS IN SCHOOL
Contact: William Klein
City Hall Annex, Paterson, N.J. 07505

Provides part-time jobs for youngsters after school to discourage would-be drop-outs.

NEW CAREER PROGRAM/PATERSON TASK FORCE FOR COMMUNITY ACTION, INC.
Contact: Edward Harely (201) 271-3652
236 Broadway, Paterson, N.J. 07501

Designed to bring the underprivileged into municipal agencies and advance training toward careers.

NEW JERSEY WORK EXPERIMENT
Contact: Mr. Lewis Katz (201) 278-1660
45 Church Street, Paterson, N.J. 07505

Provides training for welfare recipients.

ON THE JOB TRAINING
Contact: Phillip Comfort
240 Broadway, Paterson, N.J. 07501

Places people into private industry and pays part of the cost of their training.

OPPORTUNITY INDUSTRIALIZATION CENTER
Contact: Joseph Hutchinson (201) 279-9220
14 West Broadway, Paterson, N.J. 07505

Private training — training of skills — no stipend of salary.

STATE EMPLOYMENT SERVICE
Contact: Rudolph Schevelha (201) 684-8690
224 Broadway, Paterson, N.J. 07501

STATE EMPLOYMENT SERVICE
Contact: George Peoples (201) 279-4100
301 Graham Avenue, Paterson, N.J. 07501

TRAINING SERVICES, INC.
Contact: Leonard J. Smith (201) 933-5880
130 Orient Way, P.O. Box 388, Rutherford, N.J. 07070
(See Appendix C for description.)

YOUTH EMPLOYMENT SERVICE
Contact: Mrs. Mary Oliver (201) 523-6586
City Hall Annex, Paterson, N.J. 07505
YES is run by the Mayor's office and tries to find part-time jobs and summer jobs for youth.

Philadelphia

Pennsylvania

Mayor James Tate
(215) MU 6-9700

CITY HALL
Contact: Richard Olanoff, deputy managing director for employment (215) MU 6-3955
Broad and Market, Philadelphia, Pa. 19107
Mr. Olanoff will forward forms to proper sources for training the hard-core unemployed.

MANPOWER UTILIZATION COMMISSION
1316 Arch Street, Philadelphia, Pa. 19107
Aimed at training and placing disadvantaged workers in industry.

NORTH CITY CONGRESS
Contact: Alvin Echols, director (215) CE 2-6343
1428 North Broad, Philadelphia, Pa. 19121
Sensitivity training for the hard-core unemployed.

OPPORTUNITIES INDUSTRIALIZATION CENTER
Contact: Rev. Leon Sullivan (215) CE 6-5400
Rev. Thomas Ritter, 1225 North Broad Street, Philadelphia, Pa. 19122
Local organization that is developing a number of programs. Rev. Ritter is directing community relations for the Center. This was the first OIC project in the nation, designed by Rev. Sullivan.

RADIO CORPORATION OF AMERICA
Contact: Anthony Bartuska, Marketing (609) 963-8000
Building 206-2, Cherry Hill, Camden, N.J. 08034
(See Appendix C for description.)

URBAN LEAGUE OF PHILADELPHIA
Contact: Andrew Freeman (215) LO 9-3636
1 Penn Square Building, Philadelphia, Pa. 19107
Local arm of the National Urban League; will assist businessmen who want to help alleviate unemployment in Negro neighborhoods.

Phoenix

Arizona

City Manager: Robert Coop
(602) 262-6241

NAB
Contacts: Norman Lenz, Director of Job Procurement & Placement; Ken Michael, Coordinator of Business and Industry aspect
111 West Monroe, Phoenix, Arizona 85002
Local branch of the National Alliance of Buinessmen. Quota of 1000 permanent jobs for the hard-core filled and topped as of May 11. Pledges for 1,600 summer jobs have been slow in coming in due to slack business conditions.

Pittsburgh
Pennsylvania

Mayor Joseph M. Barr
(412) 281-5900

BIDWELL CULTURAL & TRAINING CENTER
Contacts: Reverend Joseph Robinson, director; Michael Dismond, executive director (412) 322-2864
1214 Liverpool Street, Pittsburgh, Pa. 15233
Private organization training the hard-core.

BUREAU OF EMPLOYMENT SECURITY
Contact: Carmen Smith (412) 563-5337
State Office Building, Liberty Avenue, Pittsburgh, Pa. 15222
State agency coordinating federal, state and local funds for the training and placement of the hard-core unemployed.

CHAMBER OF COMMERCE
Contact: John H. McLain, exec. v.p. (412) 281-3900
7th Avenue at Smithfield Street, Pittsburgh, Pa. 15219
For information: Miss Helen Brajdic will direct inquiries to proper agencies.

MAYOR'S COMMISSION ON HUMAN RESOURCES
Contact: David Epperson (412) 261-5191
Plaza Building, Pittsburgh, Pa. 15219
City Hall clearing house for anti-poverty programs.

OPPORTUNITIES INDUSTRIALIZATION CENTER
Contact: Raoul Davis (412) 682-7581
2621 Centre Avenue, Pittsburgh, Pa. 15219
Federally-sponsored program for vocational training in disadvantaged areas.

URBAN LEAGUE
Contact: Arthur J. Edmunds, director (412) 261-6010
200 Ross Street, Pittsburgh, Pa. 15219
Local Office of the National Urban League.

WESTINGHOUSE LEARNING CORP. (Electric Corporation Educational Center)
Contact: George D. Lobinger, director (412) 256-7000
Ardmore & Brinton Streets, Pittsburgh, Pa. 15221
Private training group for the underemployed. Training in carpentry, masonry, electronics, power-sawing and radio and TV servicing.

Portland
Oregon

Mayor Terry Schrunk
(503) 228-6141

NAB
Contact: Glenn L. Jackson, Metropolitan Chairman (503) 226-7411
c/o Pacific Power & Light Co., 920 S.W. Sixth Ave., Portland. Ore. 97204; George Freck, Assistant to Mr. Jackson.
Local office of the National Alliance of Businessmen.

Providence
Rhode Island

Mayor J. A. Doorley, Jr.
(401) 421-7740

KEY GROUP:
PROGRESS FOR PROVIDENCE, INC.
Contact: Cleo E. Lachapelle, Director (401) 521-9070
100 North Main Street, Providence, R. I. 02903
Coordinates programs for the city in the field of hiring and training the hard-core.

DEPARTMENT OF EMPLOYMENT SECURITY
Contact: Frank A. Carter, Jr., Director (401) 861-6200
24 Mason Street, Providence, R. I. 02903
Coordinates state and local employment programs.

DIVISION OF VOCATIONAL REHABILITATION
Contact: George F. Moore, Jr., Director (401) 421-7005
40 Fountain Street, Providence, R. I. 02903
Aimed at career training and placement for the unemployed.

GOVERNOR'S OPPORTUNITY COUNCIL
Contact: Daniel Germano, Director (401) 521-7100
State Office Building, Providence, R. I. 02903
Board established by the state to deal with placement of unskilled and recently skilled trainees.

NEIGHBORHOOD YOUTH CORPS
Contact: Mr. William Renzulli, Director (401) 421-7740
City Hall, Providence, R. I. 02903
Aimed at educating and training drop-outs in an out-of-school environment.

OPPORTUNITIES INDUSTRIALIZATION CENTER OF RHODE ISLAND
Contact: Michael S. Van Leesten, Director (401) 521-4600
235 Prairie Avenue, Providence, R. I. 02905
Local OIC operation which is part of a nationwide vocational training program.

URBAN LEAGUE OF RHODE ISLAND
Contact: Mr. James N. Williams, Director (401) 521-5103
74 Weybosset Street, Providence, R. I. 02903
Local office of the National Urban League.

YOUTH OPPORTUNITY CENTER
Contact: Mr. William B. Fitzgerald (401) 421-1410
72 Pine Street, Providence, R. I. 02903
Aimed at finding jobs for youngsters in disadvantaged areas.

Richmond

Virginia

City Manager: Alan Kiepper
(703) 649-5386

NAACP
Contact: Mrs. Katherine Davis, Secretary (703) MI 4-4371
420 North First Street, Richmond, Va. 23219
Local chapter of the National Association for the Advancement of Colored People.

R-CAP
(Richmond Community Action Program)
Contact: West Hare, Director (703) 649-8661
Ruffner Building, 417 North 12th Street, Richmond, Va. 23219
This OEO group is coordinating hard-core training activities in the Richmond area.

RICHMOND URBAN LEAGUE
Contact: Robert Grey, Executive Director (703) 643-7343
c/o Virginia Mutual Life Insurance Company, Second and Clay Streets, Richmond, Va. 23219
Local office of the National Urban League.

VIRGINIA EMPLOYMENT COMMISSION
Contact: A. W. Cropton, Manager (703) 649-9111
Sixth and Main Streets, Richmond, Va. 23219
Coordinates federal and state funds for the hard-core unemployed.

Rochester
New York

City Manager: Seymour Scher
(716) 454-4000

ACTION FOR A BETTER COMMUNITY
Contact: Jim McCuller, director (716) 325-5116
244 Plymouth Avenue South, Rochester, N.Y. 14608
Civic organization which can direct interested businessmen to areas where jobs and training programs exist in local neighborhoods.

RETAIL MERCHANTS COUNCIL
Contact: Frank Sibilia, director of local Chamber of Commerce (716) 454-2220
55 St. Paul Street, Room 115, Rochester, N.Y. 14604
Retailers who are assisting civic groups in finding jobs for the hard-core.

ROCHESTER CITY SCHOOL DISTRICT, MANPOWER TRAINING CENTER
Contact: Mr. Marzullo (716) 325-6934
242 West Main Street, Rochester, N.Y. 14614
Vocational training through the Board of Education.

ROCHESTER JOBS INC.
Contact: Edward Croft, director (716) 232-2600
1060 Sibley Tower Building, Rochester, N.Y. 14614
Job-placement group for the City.

URBAN LEAGUE OF ROCHESTER
Contact: Laplois Ashford, director (716) 325-6530
80 West Main Street, Rochester, N.Y. 14614
Chapter of the National Urban League.

Sacramento
California

City Manager: B. W. Cavanagh
(916) 442-5041

NAACP
Contact: Milton McGhee, Esq., President (916) 446-7548
1617 Tenth Street, Sacramento, Calif. 95814
Local chapter of the National Association for the Advancement of Colored People.

SACRAMENTO METROPOLITAN CHAMBER OF COMMERCE
(916) 443-3771
917 Seventh St., Sacramento, Calif. 95814
The Chamber of Commerce is in the process of hiring personnel to work with problems of the hard-core unemployed.

St. Louis
Missouri

Mayor A. J. Cervantes
(Executive Assistant: Mr. Duffy)
(314) MA 1-5560

KEY GROUPS:
NAB and the CHAMBER OF COMMERCE
These two organizations are working together along with other civic, religious, and government groups to promote programs for the hard-core. (See below)

GREATER ST. LOUIS CHAMBER OF COMMERCE
Contact: Gregory Sommers (314) CH 1-7565.
Commerce Building, 224 North Broadway, St. Louis, Mo. 63102.

Mr. Sommers' office has on hand training and placement material concerning work with the hard-core. The Chamber of Commerce will direct inquiries from businessmen to local groups in the St. Louis area for aiding disadvantaged workers.

NAB
Contact: Mr Fred Peirce, Coordinator; Mr. William Holland (314) CE 1-1700

c/o General American Life Insurance Co., 1501 Locust Street, St. Louis, Mo., 63103. Mr. Peirce, who is president of General American Insurance, and his staff are working with the Chamber of Commerce and government groups to institute programs for the hard-core in St. Louis. The regional Chairman for the National Alliance of Businessmen is also located in St. Louis.

Regional Chairman: James S. McDonnell (314) 232-2211
Chairman of the Board
McDonnell Douglas Corp.
Lambert-St. Louis Municipal Airport
Box 516
St. Louis, Mo. 63116

St. Paul
Minnesota

Mayor Thomas R. Byrne
(612) 233-4323

CITY HALL
Contact: Allan Edelston, administrative assistant to Mayor Byrne (612) 233-4323
Mayor's Office, 347 City Hall, St. Paul, Minn. 55102

The Mayor's office will answer queries from businessmen and supply information about new programs for the hard-core as they form.

MINNESOTA STATE DEPARTMENT OF EMPLOYMENT
Contact: Hon. George Vavoulis, Commissioner of Employment Section (612) 227-7301
Minnesota State Department of Employment, 333 Sibley St., St. Paul, Minn. 55102

The State Department of Employment will assist businessmen who are interested in training and hiring the hard-core. Honorable George Vavoulis, a former Mayor of St. Paul, is a small businessman himself, and particularly aware of the problems of the St. Paul community.

NORTH CENTRAL VOTERS LEAGUE
Contact: Raymond Hill (612) 222-4467
739 Inglehart Street, St. Paul, Minn. 55104

The Mayor's office describes this as a grass-roots organization, working with the disadvantaged workers through the OEO. The League is involved with educational and vocational training programs for the underemployed.

SUMMIT UNIVERSITY FEDERATION
Contact: James Mann (612) 645-8618
948 Marshall Avenue, St. Paul, Minn. 55102

This is a group of social and civic organizations interested in urban development in St. Paul.

TC-OIC (TWIN CITIES OPPORTUNITIES INDUSTRIALIZATION CENTER)
Contact: Rev. Walter Jones, acting director (612) 227-9389
502 Laurel Street, St. Paul, Minn. 55102

The OIC program is described in the GLOSSARY, basically it is a private non-profit group aimed at vocational training for Negroes.

URBAN COALITION
Contact: Jerry Oederkirk, director (612) 222-0311
400 Wilder Building, St. Paul, Minn. 55102

The coalition, working with the NAB, is the key group for businessmen to contact in the St. Paul area. The Board of Directors of the Coalition includes representatives of business, welfare, religious, and other organizations — all interested in helping the hard-core unemployed.

St. Petersburg
Florida

City Manager: Lynn H. Andrews
(813) 894-2111

COMMUNITY RELATIONS COMMISSION
Contact: Mr. Alexander Hawkins (813) 894-2111
City Hall, St. Petersburg, Fla. 33733

Job recruitment and placement, handled through neighborhood offices, is the major function of the Commission.

NAB
Local office of National Alliance of Businessmen is now being formed.

Salt Lake City
Utah

Mayor J. Bracken Lee
(801) 487-3641

CAP
Contact: Miss Lorraine Kirk, Executive Director (801) 487-3641
2033 South State Street, Salt Lake City, Utah 84115

Community Action Program for the city, sponsored by the federal government, is working in the general area of anti-poverty; Miss Kirk will assist businessmen who are interested in becoming involved with community programs for the hard-core unemployed.

CHAMBER OF COMMERCE
Contact: Maxwell E. Rich, Executive Vice-President (801) 364-3631
146 South Main Street, Salt Lake City, Utah 84111

The Chamber of Commerce will direct inquiries from businessmen in the area to government and private sources which are working with the hard-core.

THIOKOL CHEMICAL CORPORATION
Contact: Lawrence Mirel (202) 393-4530
839 17th St., Washington, D.C. 20006
Thiokol Chemical Corp. also works in the Clearfield, Utah area.
(See Appendix C for description.)

San Antonio
Texas

City Manager: M. R. Hinkle
(512) CA 5-5661

NAACP
Contact: S. L. Deckard, President (512) CA 7-4573
704½ N. New Braunfels Ave., San Antonio, Tex. 78202

Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: D. Hull Youngblood, Metropolitan Chairman (512) LE 3-1231
c/o Southern Steel, P.O. Box 2021, San Antonio, Tex. 78206

Local office of the National Alliance of Businessmen.

San Diego
California

Mayor Frank Curran
(714) 236-6330
City Manager: Walter Hahn
(714) 236-6363

JOBS NOW, INC.

Contact: Mrs. Deweylene Fields, Program Director (714) 262-2485
4489 Ocean View Blvd., San Diego, Calif. 92113

This program is funded by the U.S. Department of Labor to provide chronically unemployed adults from poverty areas with work training plus basic education to enable them to enter the labor market. Training for the 50 enrollees in this program is provided by city and county departments.

MAYOR'S COMMITTEE FOR JOBS, INC.

Contact: Herbert Rubottom, Executive Director (714) 233-6218
1927 5th Avenue, San Diego, Calif. 92101

A non-profit corporation created to administer on-the-job training programs by private employers under the Manpower Development Training Act (MDTA) of 1962. The major objective of this program is to train and/or retain unemployed, underemployed, unskilled or otherwise disadvantaged workers and qualify them for permanent job placement. The 1968 program is funded for approximately 850 training slots; 150 of these specifically for Mexican-Americans, and includes provisions for basic remedial education geared towards vocational areas for a number of the trainees.

NAACP

Contact: Mr. Thomas Johnson, President (714) 264-9311
4276 Market Street, San Diego, Calif. 92102

Local chapter of the National Association for the Advancement of Colored People.

NAB

Contact: J. Floyd Andrews, Metropolitan Chairman (714) 297-4781
c/o Pacific Southwest Airways, 3100 Goddard Way, San Diego, Calif. 92101

Local office of the National Alliance of Businessmen.

NEIGHBORHOOD YOUTH CORPS

Contact: Leon Williams, Director (714) 233-7504
852 8th Avenue, San Diego, Calif. 92101

This program, funded by the Department of Labor, is designed to provide work experience and supplemental counseling for disadvantaged young people who are either high school dropouts or are in danger of dropping out due to lack of funds and proper motivation. The object is not only to make NYC enrollees more employable through training, but to motivate them to resume or continue their education. Enrollees receive training in public and nonprofit agencies.

SAN DIEGO SKILLS CENTER

Contact: Kenneth Gibson, Director (714) 233-0181
835 12th Avenue, San Diego, Calif. 92101

The Skills Center operated by the San Diego City Schools and funded under various sources (EDA, MDTA, State Department of Education) is to conduct basic education and job training classes in marketable skills for the hard-core unemployed. Activities include vocational training and basic education courses, vocational testing and counseling, as well as job referral.

SAN DIEGO URBAN LEAGUE

Contact: John Johnson, Director (714) 234-3312
520 E Street, San Diego, Calif. 92101

The Urban League of San Diego exerts much of its energy in the area of manpower development and training for the hard-core unemployed and the promotion of equal employment opportunities. This includes working with employers and agencies to increase opportunities for minorities, referring and counseling persons seeking employment, maintaining a list of minority employees and their qualifications, and arranging employment interviews with employers on a regular basis in the southeast San Diego area.

SELF-HELP THROUGH NEIGHBORHOOD LEADERSHIP (NEW CAREERS)

Contact: Robert Richards, Executive Director (714) 239-0325
2965 Imperial Avenue, San Diego, Calif. 92102

This is a "New Careers" program, funded by the U.S. Department of Labor, to provide work training in sub-professional level jobs in public and non-profit agencies for 35 disadvantaged adults. A wide range of supportive services, including education and counseling, is provided each participant in this program.

STATE OF CALIFORNIA DEPARTMENT OF EMPLOYMENT
Contact: Mrs. Sazette Wigely, Manager (714) 234-4341
1354 Front Street, San Diego, Calif. 92101

This office of the State of California Department of Employment provides full employment services to those over 22. It interviews, tests, counsels and refers adults to training and employment opportunities, maintains a waiting list of adults seeking employment, and fills requests from employers seeking adult workers.

TAC STARTER
Contact: Mr. Jessie Albritten, Program Director (714) 262-9997
4997 Imperial Avenue, San Diego, Calif. 92113

This project, funded by the Office of Economic Opportunity, provides job training and job placement with public and private employers, for approximately 100 hard-core unemployed from the southeast San Diego area.

San Francisco
California

Mayor Joseph Alioto
(415) 558-3456

KEY MAN: Louis Honig Jr., Esq., 650 California Street, 20th Floor, San Francisco, Calif. 94108 (415) 434-1331
Recommended by the Mayor's office, Mr. Honig, a City attorney is active in the Economic Opportunity Council and other community efforts to aid the hard-core. He will direct inquiries concerning the role of small business in the training of the hard-core.

CAMPS Project
Contact: Mark Johnson (415) 557-3200
California State Dept. of Labor, 745 Franklin St., San Francisco, Calif. 94102

This local manpower project is working with businessmen in the NAB project, and with officials of the State Department of Labor.

CHAMBER OF COMMERCE
Contact: Edward Bruske (415) 392-4511
440 Montgomery Street, San Francisco, Calif. 94104

The C of C is working with business, and currently negotiating a training program for the hard-core with the assistance of Lockheed Aircraft.

ECONOMIC OPPORTUNITIES COUNCIL
Contact: John Dukes (415) 771-7100
740 Polk Street, San Francisco, Calif. 94109

This is the local arm of the OEO, using federal funds to institute anti-poverty programs in general.

SAN FRANCISCO CEP
Contacts: Rod Dellums, director; Craig Walker and Rosalyn Craine (415) 771-7100
740 Polk Street, San Francisco, Calif. 94102

The CEP is interested in attracting small businessmen into training groups for the disadvantaged workers, and is prepared to coordinate programs for business in the San Francisco area in cooperation with other government and civic organizations.

SUMMER EMPLOYMENT PROGRAM
Contact: Ed Moose (415) 558-5930
City Hall, San Francisco, Calif. 94102

Mr. Moose is on the Mayor's staff and is also working with the NAB to help the hard-core unemployed of all ages. The summer program is aimed at dropouts and students from disadvantaged areas who are on summer vacations from school.

UTEP INDUSTRIES, INC.
Contact: Dan Bullock (415) 626-6900
Fox Plaza, 1390 Market, San Francisco, Calif. 94102

A small private organization which is formulating training programs for the hard-core unemployed in the city. They are vying for contracts with the various government agencies which receive grants to defray the cost of subcontracting training companies.

San Jose
California

City Manager: Anthony Hamann
(408) 292-3141

LOCKHEED AIRCRAFT COMPANY
Contact: Marion Sellers (408) 722-4321
Sunny Vale, Calif.
In charge of training program.

MAYOR'S COMMITTEE FOR EMPLOYMENT
Contact: William Brown (408) 293-8363
Continental Can Company, 8th and Taylor Street, San Jose, Calif. 95113
Hiring people, ages 15-21, geared for summer employment.

URBAN COALITION OF SAN JOSE
Contact: Robert Skiblinski (408) 291-4345
Civic Telephone & Telegraph Company, Community Bank Bldg., 111 No. Market Street, San Jose, Calif. 95113
Privately operated program to hire the hard-core unemployed.

YOUTH EMPLOYMENT
Contact: Anthony Hamann, City Manager (408) 292-3141
City Manager's Office, San Jose, Calif. 95113
Hiring 200 youths between 15-17 for summer employment.

Savannah
Georgia

Mayor Picot B. Floyd
(912) 233-9321
City Hall-Court House

DEPARTMENT OF LABOR OPPORTUNITY – GEORGIA EMPLOYMENT DEPARTMENT
Contact: William Lloyd, Director (912) 236-4284; C. H. Carr, in charge of hard-core matters (912) 236-4284
P.O. Box 3338, Savannah, Ga. 31403

MAYOR'S COMMITTEE
Contact: George Patterson, Chairman (912) 233-4111
c/o Liberty National Bank, National Bank Building, Savannah, Ga.
Colonel L. J. Mantoux of the NAB is assisting Mr. Patterson in hard-core matters

NAACP
Contact: Mrs. Esther Garrison, Secretary (912) AD 6-4528, 233-4161
1216½ West Broad Street, Savannah, Ga. 31401
Local chapter of the National Association for the Advancement of Colored People.

Seattle
Washington

Mayor J. D. Braman
(206) 583-2660

CHAMBER OF COMMERCE
Contact: W. Price Sullivan, President (206) MA 2-5060
215 Columbia St., Seattle, Wash. 98104
The Chamber is prepared to handle inquiries from businessmen who are interested in helping to train and place the hard-core.

NAACP
Contact: Charles V. Johnson, Esq., President (206) MU 2-9122
2001 E. Yesler Way, Seattle, Wash. 98122
Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: Alan B. Ferguson, Metropolitan Chairman (206) MA 2-2600
c/o Sick's Rainier Brewing Co., 3100 Airport Way South, Seattle, Wash. 98134

Local office of the National Alliance of Businessmen.

NEW CAREERS PROJECT
Contact: James Henderson, Director (206) EA 9-3500
828 Broadway, Seattle, Wash. 98122

OEO project for placement and guidance.

SEATTLE-KING COUNTY ECONOMIC OPPORTUNITY BOARD, INC.
Contact: John A. Miller, Director of Evaluation (206) 583-7580
611 Municipal Bldg., Seattle, Wash. 98104

C.E.P. group helping to coordinate hard-core projects.

SEATTLE OPPORTUNITIES INDUSTRIALIZATION CENTER
Contact: Rex Jones, Director (206) EA 4-8270
2332 East Madison, Seattle, Wash. 98122

Federal vocational training center for urban areas.

SEATTLE URBAN LEAGUE
Contact: Edwin Pratt, Executive Director (206) MA 2-2322
1620 Smith Tower, Seattle, Wash. 98104

Local branch of the National Urban League.

STATE EMPLOYMENT SECURITY DEPARTMENT
Contact: Mrs. Maxine Daly, Commissioner (206) MA 3-8900
P.O. Box 367, Olympia, Wash. 98501

Handles on-the-job training and placement in Seattle for underemployed workers.

YOUTH OPPORTUNITY COMMISSION
Contact: Ernest LaPalm, Director (206) MA 4-8950
1933 Fifth Ave., Seattle, Wash. 98101

Handles training and placement for young people.

Shreveport
Louisiana

Mayor Clyde E. Fant
(318) 424-4171

CHAMBER OF COMMERCE
Contact: C. E. Landrum, exec. v.p. (318) 424-8201
P.O. Box 74, Shreveport, La. 71102

The Chamber of Commerce is coordinating work for the business community in dealing with the hard-core unemployed, and has already helped 200 local businessmen to utilize local, state, and federal resources in making the hard-core hireable.

PROJECT EMERGE — Community Action Project (also known locally as CAP-CAB)
Contact: Clark Williams (318) 424-8315
Medical Arts Building, Travis Street, Shreveport, La. 71101

Specializing in pre-vocational training for members of the hard-core unemployed.

YOUTH OPPORTUNITIES CENTER
Contact: Alwin B. Culliton (318) 422-0386
Division of the Louisiana State Employment Service
1521 Wilkeson, Shreveport, La. 71101

The Center concentrates on obtaining jobs and placing high school and college students in summer and permanent jobs. The Y.O.C. also disseminates hard-core training information from the State Employment Service.

Syracuse
New York

Mayor William Walsh
(315) 473-6605

COOPERATIVE AREA MANPOWER PLANNING SYSTEM
Contact: Ray Owens, Director (315) 473-6605
State Employment Service
215 City Hall, Syracuse, New York

Coordinates federally-funded job training programs at the request of the State.

YES '68
Contact: Co-directors: E. E. Jones, Allied Chemical Corporation, Solvay, New York (315) 468-1611; James Posner, Dey Brothers Company, 401 South Salina Street, Syracuse, New York (315) 474-2711

A joint city-county-business-industry project to provide 4,000 summer jobs for disadvantaged youth. Better than half the quota has been met.

Tacoma
Washington

Mayor David Rowlands
(206) FU 3-3311

TACOMA AREA URBAN COALITION
Contact: Mr. Lynn Hodges (206) FU 3-3311 Ext. 380
755 Tacoma Avenue South, Tacoma, Wash. 98402

Education Committee, Dr. Thornton M. Ford, Tacoma Community College, 755 Tacoma Avenue South, Tacoma, Wash. 98402

Employment Committee, George E. McPheeters, Co-Chairman (206) EU 3-3361
Weyerhauser Industries; Louis Petersen, Co-Chairman, (206) BR 2-2525 Central Labor Office, 15th and Market Streets, Tacoma, Wash. 98402.

Petersen and McPheeters represent the Employment Committee, which is trying to form a coalition of business, industry and labor to train and place the underemployed.

Tampa
Florida

Mayor Dick Greco
(813) 229-2511

KEY GROUP: NAB
Contact: Mr. William C. MacInnes, Coordinator of Business Aspect (813) 876-4111
c/o Tampa Electric Company, P.O. Box 111, Tampa, Fla.
L. Ghiappo, Administrative Assistant to Mr. MacInnes.

Local office of the National Alliance of Businessmen. The NAB program is centered with Mr. MacInnes at Tampa Electric. The hard-core quota of 400 was exceeded by approximately 10% as of May 10, 1968.

The summer job quota is 1,600 and 140 have been placed so far. Improvement is expected when the schools close for vacation.

NAACP
Contact: Mr. Robert L. Gilder, President (813) 223-3512
705 East Harrison Street, Tampa, Fla. 33602

Local office of the National Association for the Advancement of Colored People.

Toledo
Ohio

Mayor William Ensign
(419) 255-1500
City Manager: William J. Gross
(419) 255-1500

KEY GROUP: HUMAN RESOURCES DEVELOPMENT COMMISSION
Contact: Stephen Stranahan, Chairman (419) 255-0445
338 Erie St., Toledo, Ohio 43624

This is an organization set up to deal with the problems of the hard-core unemployed.

BOARD OF COMMUNITY RELATIONS
Contact: Charles Carter, Executive Director (419) 255-1500
City Hall, Toledo, Ohio 43624

Mr. Carter is working through the Mayor's office to disseminate information on minority groups.

METROPOLITAN JOBS COUNCIL
Contact: Bob Bressler (419) 244-9521
1954 Snead St., Toledo, Ohio 43620

Working on training programs for the hard-core unemployed.

NAB
Contact: Raymond H. Mulford, Metropolitan Chairman (419) 242-6543
c/o Owens-Illinois, Inc., P.O. Box 1035, Toledo, Ohio 43601

Local office of the National Alliance of Businessmen.

NAACP
Contact: Rev. Robert A. Culp, President (419) 243-9310
2031 Glenwood Ave., Toledo, Ohio 43620

SMALL BUSINESSMEN'S ALLIANCE
Just forming; information available through City Hall (419) 255-1500

Topeka
Kansas

Mayor Charles Wright
(913) CE 5-9261

CITY HUMAN RELATIONS COMMISSION
Contact: Al Correll, director (913) CE 5-9261
Human Relations Office, City Hall, Topeka, Kan. 66612

The Commission coordinates anti-poverty efforts in the area and helps place disadvantaged workers.

GREATER TOPEKA CHAMBER OF COMMERCE: EMPLOYMENT OPPORTUNITIES COMMITTEE
Contact: Henry Alberg, director of human relations projects (913) CE 4-2644
723 Kansas Street, Topeka, Kan. 66612

The Committee is working with businessmen to find jobs for the hard-core, and to direct businessmen to places where the hard-core can be trained. Such companies as Hallmark, Inc., and Southwestern Bell Telephone are working with the Chamber of Commerce.

TOPEKANS FOR JUSTICE NOW
Contact: Richard Riley (913) 235-2764
Office of the Director of Technical Assistance,
State of Kansas, State Office Building, Topeka, Kan. 66612

This organization is composed of citizen volunteers who are concerned with training the hard-core unemployed, and with unemployment problems in general. Mr. Riley can be reached at the office of Dr. Robert Harder, technical assistant to the Governor.

OFFICE OF ECONOMIC OPPORTUNITY
Contact: Gerald Robinson, director (913) CE 3-7436
1800 Harrison, Topeka, Kan. 66612

U. S. DEPARTMENT OF LABOR
Contact: Thomas P. Quinn, field representative (913) 234-8661
Bureau of Apprenticeship & Training,
320 West 33rd Street, Topeka, Kan. 66612

Tucson
Arizona

City Manager: Roger O'Mara
(602) 791-4201

KEY MAN:
City Councilman James Murphy c/o City Hall

CHAMBER OF COMMERCE
Contact: Paul Nimer, Personnel (602) 624-8111
420 West Congress Street, Tuscon, Ariz. 85701

EMPLOYMENT OPPORTUNITY PROGRAM
Contact: Bob Markley (602) 624-8111
Chamber of Commerce, 420 West Congress St., Tuscon, Ariz. 85701

On-the-job training will be boosted by business lowering standards of acceptability. About 250 fairly permanent jobs were made available during 1967. A junior college is soon to be opened to handle vocational type training as against mere janitorial or menial services.

NAACP
Contact: Robert L. Horn, President (602) 623-5911
P.O. Box 7201, Tuscon, Ariz. 85713

Local chapter of the National Association for the Advancement of Colored People.

Washington
District of Columbia

Mayor Walter Washington
District of Columbia Building
14th and E Streets, N.W.
Special Assistant to the Mayor:
John Staggers, Room 510
Contact: Mrs. Susan Eames
(202) 628-6000

BOARD OF TRADE
Contact: Mr. J. Gilman, Director (202) 629-3521, 338-7790
1616 K Street N.W., Washington, D.C. 20006; William Press, Executive Vice-President (202) ST 3-3535.

Mr. Press has a program to train 1400 hard-core workers for on-the-job training at the premises of the former National Training School. This program has been in operation since mid-April and has funds of $5,600,000. The three principal areas at this time are: automotive, culinary arts and construction.

DEPARTMENT OF LABOR
Contact: Mr. Robert Brown, Human Resources Development Office of the Washington, D.C. office of the U.S. Employment Service. (202) 393-6151
500 C Street N.W., Washington, D.C. 20001
Federal agency working on programs in the Capitol.

FREEMAN, CONE AND ASSOCIATES, INC (202) 223-9175
1825 K St., N.W., Washington, D.C. 20006
(See Appendix C for description.)

MANPOWER ADMINISTRATION (O.I.C.)
Contact: Frank Hollis, Director (202) 659-1100; and Horace Holmes, on-the-job training programs (202) 386-4995
1100 Vermont Ave., N.W., Washington, D.C. 20005
Local office of Opportunities Industrialization Centers, a vocational training program centered in Negro areas.

MIND, INC.
Contact: Bernard F. Burns; Peter A. Wastie (202) 338-3441
2000 K Street, N.W., Suite 552, Washington, D.C. 20006
Home offices are in Greenwich, Conn.
(See Appendix C for description.)

NAACP
Contact: Miss Betty Holton (202) AD 2-2320
1417 U Street N.W., Washington, D.C. 20009
Local chapter of the National Association for the Advancement of Colored People.

NAB
Contact: Steven Ailes, Metropolitan Chairman (202) 223-4800
c/o Steptoe & Johnson, 1250 Connecticut Avenue, N.W., Washington, D.C. 20036
Local office of National Alliance of Businessmen, working with government and civic groups to train and place the hard-core.

NORTHERN SYSTEMS
Contact: J. O. Grantham, Vice-President (202) 293-1263
1730 Rhode Island Ave., N.W., Washington, D.C. 20006
(See Appendix C for description.)

TRANSCENTURY CORPORATION
Contact: Blair Butterworth; Warren Wiggens (202) 232-2140
1520 Seventh St., N.W., Washington, D.C. 20001
(See Appendix C for description.)

WESTINGHOUSE LEARNING CORPORATION
Contact: Mr. A. Whitfield (412) 255-4380
Chatham Center Office Building, Pittsburgh, Pa. 15219
(See Appendix C for description.)

Wichita
Kansas

City Manager: Russell Mc Clure
(316) AM 2-8211

HUMAN RESOURCE DEVELOPMENT DEPARTMENT
Contact: Bill Knox, coordinator (316) AM 2-8211—Ext. 388 or 389
City Hall Annex, 104 South Main Street, Wichita, Kansas 67202

This Department is official coordinator for public and private organizations (Board of Education, C of C, etc.) in dealing with training of the hard-core unemployed. Right now the Department is compiling information which will be used by top executives in the area to promote tailor-made programs for business.

Mr. Knox's staff is also beginning to introduce a local "Alliance of Businessmen" in conjunction with the NAB. National Alliance of Businessmen representatives have been meeting with local civic leaders to plan the project.

WICHITA AREA DEVELOPMENT CORPORATION
Contact: Paul Wood, president (316) FO 3-5711
First National Bank of Wichita, Main and Douglas Streets, Wichita, Kansas 67202

Although this corporation was formed to provide loans for small businessmen, and disadvantaged members of the community, the executives who direct the corporation will provide guidance for area companies in dealing with the hard-core unemployed.

After a civil disturbance last summer, the Corporation, along with First National, helped 28 Negroes who had been arrested establish their own business. The young men have expanded an initial hamburger stand venture into a gas station, a few more hamburger emporiums, and are stockholders in two supermarkets in a predominantly Negro neighborhood.

Worcester
Massachusetts

City Manager: Francis McGrath
(617) 798-8151

COMMUNITY ACTION COUNCIL
Contact: V. James Popeo, Director (617) 754-7271
340 Main Street, Worcester, Massachusetts 01608

This office is concerned with NAB matters on the local level.

MANPOWER UNLIMITED COMMITTEE
Contact: Roger Frost, Manager, Industrial Services (617) 757-8394
180 Commercial Street, Worcester, Massachusetts 01608

Will represent companies making bids for MA-3 contracts.

WORCESTER CHAMBER OF COMMERCE, incorporates the COMMITTEE OF HUMAN RESOURCES
Contact: William Kane, General Manager; Charles Joliff, Executive Vice-President (617) 753-2924
90 Madison Street at Seven Hills Plaza, Worcester, Massachusetts 01608

Now trying to concentrate all agencies' activities in this one department.

Youngstown
Ohio

Mayor Anthony B. Flask
(216) 744-4181
Executive Assistant to the
Mayor: Perry Meshel
(216) 744-4181

KEY MAN:
A. E. McCully, Youngstown Area Manager (216) 744-5201
Ohio Bureau of Employment Services
2026 South Avenue, Youngstown, Ohio 44503

CO-OPERATIVE AREA MANPOWER PLAN (CAMPS)
Contact: Mr. A. E. McCully (listed above).

This federal program is sponsored locally by the Youngstown Manpower Coordinating Committee, a group of civic and business leaders, who, working under the leadership of Mr. McCully, interview and send representatives into the community to seek out and train the hard-core unemployed. Headquarters are in Mr. McCully's office, listed above.

EMPLOYER JOBS COUNCIL
Contact: Mr. J. Kenneth Lloyd, Chairman (216) 744-5201
Bureau of Employment Building,
2026 South Avenue, Youngstown, Ohio 44503
More than 70 manufacturers and retailers are part of this general council which coordinates *all* hard-core training facilities and placement services in the Youngstown area. The Council is trying to create jobs for the under-employed and works through Mr. McCully's office (listed above).

Following is a list of the four major divisions of the Council, a brief description of the function and the name and position of the Chairman of each division:

A. *The Recruitment and Assessment Committee,* Contact: John W. Guffi, Industrial Relations Manager, Aeroquip Corp. Determines where and how trainees should be made employable using the fullest resources of federal, state and local funds. Committee members also go into the field to find recruits for job programs.

B. *Job Preparation Committee,* Contact: Douglas Shasby, Commercial Manager, Ohio Bell Telephone Co. Arranges training facilities, instructors, programs, and has worked with the Chamber of Commerce in advertising the availability of new employees for business.

C. *Supportive Services Committee,* Contact: Perry Meshel, Executive Assistant to the Mayor. Incorporates public and private, civic and religious, and large and small organizations in the Youngstown area that offer trainee, placement and welfare services.

D. *Job Committee,* Contact: James K. Lee, Manager for J. C. Penney Co. at Boardman Plaza. Their role is to actually place the disadvantaged workers after they are trained and to meet with businessmen to discuss hiring the trainees.

IMMACULATE CONCEPTION R. C. CHURCH
Contact: The Rev. Patrick Tierney
811 Oak Street, Youngstown, Ohio 44506, (216) 747-3533.

In dealing with the problems of the hard-core unemployed, an experiment launched by Father Tierney, assistant pastor of the parish, has had tremendous success with the youth in a poor section of the city. In the summer of 1967, Father Tierney started a "car wash" program, offering reasonable rates to have youngsters wash private vehicles. For many of the young men and women it was their first real incentive to enter the business world. Father Tierney played a hunch, but it worked. He masterminded a car wash plan on a bit larger scale — the parish received the contract to wash the local car and truck fleet of Ohio Bell Telephone. Immaculate Conception is continuing its efforts to find training and jobs for disadvantaged youth in their area.

APPENDIX B
REGIONAL OFFICES OF KEY MANPOWER AGENCIES

While there are numerous agencies – public and private – working on some phase of the manpower problem, four provide the real "backbone" for all programs aimed at the hard-core unemployed: The Manpower Administration of the U.S. Department of Labor; the National Alliance of Businessmen; the Office of Economic Opportunity; and the Concentrated Employment Program. Regional offices of these key agencies are listed in this Appendix.

NATIONAL ALLIANCE OF BUSINESSMEN REGIONAL OFFICES

REGION I

REGIONAL CHAIRMAN: **Roger P. Sonnabend**
President
Hotel Corporation of America
390 Commonwealth Avenue
Boston, Massachusetts 02215
(617) 536-2700

REGIONAL EXECUTIVES: **James Howard**
National Hotel Corporation
of America
390 Commonwealth Avenue
Boston, Massachusetts 02215
(617) 536-2700 Ext. 188
Richard S. Bromley
Hotel Corporation of America
Hotel America
14th & M Streets, N.W
Washington, D.C. 20005
(202) 783-4600

METRO CHAIRMAN:
Boston **Louis W. Cabot**
President
Cabot Corporation
125 High Street
Boston, Massachusetts 02110
(617) 423-6000

REGION II

REGIONAL CHAIRMAN: **Harold S. Geneen**
Chairman of the Board
International Telephone & Telegraph Company
320 Park Avenue
New York, New York 10022
(212) PLaza 2-6000

REGIONAL EXECUTIVE: **Charles G. Sherwood**
International Telephone & Telegraph Company
437 Madison Avenue
New York, New York 10022
(212) PLaza 2-6000 Ext. 8911

METRO CHAIRMEN:
Buffalo **John M. Galvin**
Vice Chairman of the Board
Marine Midland Trust Co. of Western New York
237 Main Street
Buffalo, New York 14203
(716) 842-2424

REGION II (cont'd)

METRO CHAIRMEN (cont'd):
Jersey City **Thomas J. Stanton, Jr.**
President
First National Bank of Jersey City
One Exchange Place
Jersey City, New Jersey 07303
(201) 333-1300

Newark **Orville F. Beal**
President
Prudential Insurance Company of America
Prudential Plaza
Newark, New Jersey 07101
(201) 336-1234

New York City **Floyd D. Hall**
Chief Executive Officer
Eastern Air Lines, Inc.
10 Rockefeller Plaza
New York, New York 10020
(212) 986-4500

Rochester **C. Peter McColough**
President
Xerox Corporation
1540 Midtown Tower
Rochester, New York 14604
(716) 546-4500

REGION III

REGIONAL CHAIRMAN: **John D. Harper**
President
Aluminum Company of America
1501 Alcoa Building
Pittsburgh, Pennsylvania 15219
(412) 553-2358

REGIONAL EXECUTIVE: **Henry R. Neill**
Education and Training Department
Aluminum Company of America
Room 2549, Alcoa Building
Pittsburgh, Pennsylvania 15219
(412) 553-2215

METRO CHAIRMEN:
Baltimore **Jerold C. Hoffberger**
President and Director
National Brewing Company
3720 Dillon Street
Baltimore, Maryland 21224
(301) 276-1100

REGION III (cont'd)

METRO CHAIRMEN (cont'd)

Norfolk
Mr. Henry C. Hofheimer II
President
Southern Materials Co., Inc.
2125 Kimball Terrace
Norfolk, Virginia 23501
(703) 622-2651

Philadelphia
Stuart T. Saunders
Chairman of the Board
Pennsylvania Central Railroad
6 Penn Center, Room 1836
Philadelphia, Pennsylvania 19104
(215) 594-1000

Pittsburgh
D. C. Burnham
President
Westinghouse Electric Corporation
3 Gateway Center — 401 Liberty Avenue
Pittsburgh, Pennsylvania 15230
(412) 255-3800

Washington
Stephen Ailes
Partner, Steptoe & Johnson
1250 Connecticut Avenue, N.W.
Washington, D.C. 20036
(202) 223-4800

REGION IV

REGIONAL CHAIRMAN:
J. Paul Austin
President
The Coca-Cola Company
P.O. Drawer 1734
Atlanta, Georgia 30301
(404) 875-3411

REGIONAL EXECUTIVE:
Boisfeuillet Jones
The Coca-Cola Company
230 Peachtree Street, N.W., Suite 210
Atlanta, Georgia 30303
(404) 522-8511

METRO CHAIRMEN:

Atlanta
Augustus H. Sterne
President
Trust Company of Georgia
P.O. Drawer 4418
Atlanta, Georgia 30302
(404) 588-7711

Birmingham
Crawford Johnson, III
President
Crawford Johnson & Co., Inc.
3301 Eleventh Avenue N.
Birmingham, Alabama 35234
(205) 322-3411

Memphis
W. Porter Grace
President
Union Planters National Bank
67 Madison Avenue
Memphis, Tennessee 38101
(901) 523-2911

REGION IV (cont'd)

METRO CHAIRMEN (cont'd)

Miami
William F. Raven
Vice President, Southeastern U.S. & Caribbean
Pan American World Airways, Inc.
P.O. Box 2096
Miami, Florida 33159
(305) 637-2411

Tampa
W. C. MacInnes
Chairman & Chief Executive Officer
Tampa Electric Company
P.O. Box 111
Tampa, Florida 33601
(813) 876-4111

REGION V

REGIONAL CHAIRMAN:
James W. Cook
President
Illinois Bell Telephone Company
225 W. Randolph Street
Chicago, Illinois 60616
(312) 727-9411

REGIONAL VICE CHAIRMAN:
Robert S. Oelman
Chairman of the Board
National Cash Register Co.
Main & K Streets
Dayton, Ohio 45409
(513) 449-2241

REGIONAL EXECUTIVE:
Hale Nelson
Illinois Bell Telephone Company
225 W. Randolph Street
Chicago, Illinois 60616
(312) 727-2224

METRO CHAIRMEN:

Akron
William S. Parry
President
Akron Welding & Spring Company
925 South Main Street
Akron, Ohio 44311
(216) 762-0313

Chicago
James W. Cook
President
Illinois Bell Telephone Company
225 W. Randolph Street
Chicago, Illinois 60616
(312) 727-9411

Cincinnati
Howard J. Morgens
President
Proctor & Gamble Co.
301 E. Sixth Street
Cincinnati, Ohio 45202
(513) 562-1100

REGION V (cont'd)

METRO CHAIRMEN (cont'd)

Cleveland
C. J. Tankersley
President, East Ohio Gas Co.
1717 E. Ninth Street
Cleveland, Ohio 44114
(216) 522-2345

Columbus
Charles Y. Lazarus
President
F. & R. Lazarus & Co.
Town & High Streets
Columbus, Ohio 43215
(614) 463-2121

Dayton
George E. Sheer
President, McCall Printing Company, Dayton Div.
and Vice President, McCall Corporation
2219 McCall Street
Dayton, Ohio
(513) 268-6554

Detroit
William M. Day
President
Michigan Bell Telephone Company
1365 Cass Avenue
Detroit, Michigan 48226
(313) 393-4421

Indianapolis
Alfred J. Stokely
President & Chief Executive Officer
Stokely & Van Camp, Inc.
941 North Meridian Street
Indianapolis, Indiana 46206
(317) 631-2551

Louisville
Cyrus L. MacKinnon
Vice President & General Manager
Courier Journal & Louisville Times
525 W. Broadway
Louisville, Kentucky 40202
(502) 582-4011

Milwaukee
Elmer L. Winter
President, Manpower, Inc.
820 N. Plankinton Avenue
Milwaukee, Wisconsin 53201
(414) 272-8510

Minneapolis
Donald C. Dayton
Chairman of the Board
Dayton Corporation
700 Nicollet Mall
Minneapolis, Minnesota 55402
(612) 332-6123

St. Paul
Louis W. Menk
President
Northern Pacific Railway
Northern Pacific Building
St. Paul, Minnesota 55101
(612) 222-7773

Toledo
Raymon H. Mulford
President
Owens-Illinois, Inc.
P.O. Box 1035
Toledo, Ohio 43601
(419) 242-6543

REGION VI

REGIONAL CHAIRMAN:
Clyde Skeen
President
Ling-Temco-Vought, Inc.
P.O. Box 5003
Dallas, Texas 75222
(214) 742-9555

REGIONAL EXECUTIVE:
John L. Cockrill
Ling-Temco-Vought, Inc.
P.O. Box 5003
Dallas, Texas 75222
(214) 742-9555

METRO CHAIRMEN:

Dallas
P. E. Haggerty
Chairman of Board
Texas Instruments, Inc.
P.O. Box 5474
Dallas, Texas 75222
(214) AD 8-2011

El Paso
Hugh F. Steen
President
El Paso Natural Gas Co.
P.O. Box 1492
El Paso, Texas 79999
(915) 543-2600 Ext. 5010

Fort Worth
Frank W. Davis
President
Fort Worth Division
General Dynamics Corporation
P.O. Box 748
Fort Worth, Texas 76101
(817) PE 2-4811

Houston
P. H. Robinson
President
Houston Lighting & Power Company
1016 Walker Street
Houston, Texas 77001
(713) CA 2-2161

New Orleans
Henry Z. Carter
President
Avondale Shipyards, Inc.
P.O. Box 50280
New Orleans, Louisiana 70150
(504) 866-4561

Oklahoma City
Stanton L. Young
President
Oklahoma City Chamber of Commerce
1370 First National Building
Oklahoma City, Oklahoma 73102
(405) CE 6-1232

San Antonio
D. Hull Youngblood
Vice President
Southern Steel
P.O. Box 2021
San Antonio, Texas 78206
(512) LE 3-1231

REGION VI (cont'd)

METRO CHAIRMEN (cont'd)

Tulsa
Marcus R. Tower
President
National Bank of Tulsa
P.O. Box 2300
Tulsa, Oklahoma 74102
(918) LU 4-3411

REGION VII

REGIONAL CHAIRMAN:
James S. McDonnell
Chairman of the Board
McDonnell Douglas Corporation
Lambert-St. Louis Municipal Airport
Box 516
St. Louis, Missouri 63166
(314) 232-2211

REGIONAL EXECUTIVE:
John R. Allen
Vice President, Eastern Region
McDonnell Douglas Corporation
1100 17th Street, N.W.
Washington, D.C. 20036
(202) 628-2556

METRO CHAIRMEN:

Denver
Lowell F. Wingert
President
The Mountain States Telephone & Telegraph Co.
931 14th Street
Denver, Colorado 80202
(303) 825-4121

Kansas City
William N. Deramus, III
President
Kansas City Southern Line
114 W. 11th Street
Kansas City, Missouri 64105
(816) 842-0077

Omaha
Marvin R. Werve
Senior Vice President
Omaha National Bank
1620 Farnam Street
Omaha, Nebraska 68102
(402) 341-0100

St. Louis
Frederic M. Peirce
President
General American Life Insurance Co.
1501 Locust Street
St. Louis, Missouri 63103
(314) 231-1700

REGION VIII

REGIONAL CHAIRMAN:
Walter A. Haas, Jr.
President
Levi Strauss & Co.
98 Battery Street
San Francisco, California 94111
(415) 421-6200

REGION VIII (cont'd)

REGIONAL EXECUTIVES:
Herschel J. Goldberg
Levi Strauss & Co.
98 Battery Street
San Francisco, California 94111
(415) 421-6200

METRO CHAIRMEN:

Honolulu
Hung Wo Ching
Chairman of the Board
Aloha Airlines, Inc.
P.O. Box 9038
Honolulu, Hawaii 96820
(808) 586-737

Long Beach
John J. Real
Vice President, Administration
Star-Kist Foods, Inc.
580 Tuna Street
Terminal Island, California 90731
(213) 833-2411

Los Angeles
J. Howard Edgerton
Chairman of the Board
California Federal Savings & Loan Assoc.
5670 Wilshire Boulevard
Los Angeles, California 90054
(213) 937-0321

Oakland
Edward J. Daly
President & Chairman of the Board
World Airways, Inc.
Oakland International Airport
Oakland, California 94614
(415) 636-1223

Phoenix
Herman Chanen
President
Chanen Construction Company
P.O. Box 11327
Phoenix, Arizona 85017
(602) 258-2684

Portland
Glenn L. Jackson
Chairman of the Board
Pacific Power & Light Co.
920 S.W. Sixth Avenue
Portland, Oregon 97204
(503) 226-7411

San Diego
J. Floyd Andrews
President
Pacific Southwest Airways
3100 Goddard Way
San Diego, California 92101
(714) 297-4781

San Francisco
Fred H. Merrill
Chairman of the Board
The Fund American Companies
3333 California Street
San Francisco, California 94120
(415) 567-5000

Seattle
Alan B. Ferguson
President
Sicks' Ranier Brewing Company
3100 Airport Way South
Seattle, Washington 98134
(206) MA 2-2600

MANPOWER ADMINISTRATION — REGIONAL OFFICES

Region I

Boston, Mass.

A Regional Manpower Administrator
has not been appointed for Region I.
All proposals should be sent to
Region II office

Region II

Buffalo, N.Y.
Jersey City, N. J.
Newark, N. J.
New York City, N.Y.
Rochester, N.Y.

Mr. J. Terrell Whitsitt
Acting Regional
Manpower Administrator
Manpower Administration
U.S. Department of Labor
341 Ninth Avenue
New York, New York 10001
(212) 971-7565

Region III

Baltimore, Md.
Norfolk, Va.
Philadelphia, Pa.
Pittsburgh, Pa.
Washington, D.C.

Mr. Morris Riger
Regional Manpower Administrator
Manpower Administration
U.S. Department of Labor
Room 200 Vanguard Building
1111 20th Street, N.W.
Washington, D.C. 20210
(202) 386-4224

Region IV

Atlanta, Ga.
Birmingham, Ala.
Memphis, Tenn.
Miami, Fla.
Tampa, Fla.

Mr. William U. Norwood, Jr.
Regional Manpower Administrator
Manpower Administration
U.S. Department of Labor—Room 735
1371 Peachtree Street, N.E.
Atlanta, Georgia 30309
(404) 526-3267

Region V

Akron, Ohio
Chicago, Ill.
Cincinnati, Ohio
Cleveland, Ohio
Dayton, Ohio
Detroit, Mich.
Indianapolis, Ind.
Louisville, Ky.

Mr. Lewis F. Nicolini
Regional Manpower Administrator
Manpower Administration
Temporary Address:
Bureau of Employment Security
219 S. Dearborn Street
Chicago, Ill. 60604
(312) 353-6960

Region V (cont'd)

Milwaukee, Wisc.
Minneapolis, Minn.
St. Paul, Minn.
Toledo, Ohio

Region VI

Dallas, Texas
El Paso, Texas
Fort Worth, Texas
Houston, Texas
New Orleans, La.
Oklahoma City, Okla.
San Antonio, Texas
Tulsa, Okla.

Mr. William T. Bailey
Regional Manpower Administrator
Manpower Administration
U.S. Department of Labor
411 North Akard Street
Dallas, Texas 75201
(214) 749-2721

Region VII

Denver, Colo.
Kansas City, Mo.
Omaha, Neb.
St. Louis, Mo.

Mr. William S. Harris
Regional Manpower Administrator
Manpower Administration
U.S. Department of Labor—Room 3000
911 Walnut Street
Kansas City, Missouri 64106
(816) 374-3765

Region VIII

Honolulu, Hawaii
Long Beach, Calif.
Los Angeles, Calif.
Oakland, Calif.
Phoenix, Ariz.
Portland, Oregon
San Diego, Calif.
San Francisco, Calif.
Seattle, Washington

Mr. Kenneth C. Robertson
Regional Manpower Administrators
Manpower Administration
U.S. Department of Labor
450 Golden Gate Avenue
San Francisco, Calif. 94102
(415) 556-7414

OFFICE OF ECONOMIC OPPORTUNITY REGIONAL OFFICES

Region I

Maine, Massachusetts, New Hampshire,
Rhode Island, New Jersey, New York
40 East 41st Street
New York, New York 10017

Region II

Delaware, District of Columbia,
Kentucky, Maryland, North Carolina,
Pennsylvania, Virginia, West Virginia
1730 K Street, N.W.
Washington, D.C. 20506

Region III

Alabama, Florida, Georgia,
Mississippi, South Carolina,
Tennessee
101 Marietta Street
Atlanta, Georgia 30303

Region IV

Ohio, Indiana, Michigan,
Illinois, Minnesota, Wisconsin
623 Wabash Avenue
Chicago, Illinois 60605

Region V
Arkansas, Louisiana, Oklahoma,
New Mexico, Texas
314 West 11th Street
Austin, Texas 78701

Region VI
Iowa, Kansas, Missouri,
Nebraska, Colorado, Montana,
Idaho, North Dakota, South Dakota,
Wyoming, Utah
215 West Pershing Road
Kansas City, Missouri 64104

Region VII
Arizona, Nevada, California,
Oregon, Washington, Hawaii,
Alaska
100 McAllister Street
San Francisco, California 94102

Special Projects
Programs
Indian Reservations, Migrant Projects
Puerto Rico, Virgin Islands,
Trust Territory of the Pacific
Room 639, 1200 19th Street, N.W.
Washington, D.C. 20506

C.E.P. REGIONAL OFFICES

Concentrated Employment Programs are now underway in 20 cities and two rural areas, working through local community action agencies and other local groups. To contact your local CEP representative, address the headquarters offices listed below:

Charles Hicks
230 Peachtree Street, N.E.
818 Peachtree Center Building
Atlanta, Georgia 30303
(404) 526-6053

For *Baltimore*
Mr. Glenn Zeck
800 Vanguard Building
1111 20th Street, N.W.
Washington, D.C.
(202) 386-5980

Bill Eves
2121 8th Ave. N.
Room 101
Birmingham, Alabama 35203
(205) 325-3864

George Glasheen
Post Office and Courthouse Building
Post Office Square
Room 1702
Boston, Mass. 02109
(617) 223-6205

Robert Shackford
53 West Jackson Blvd.
Room 652
Chicago, Ill. 60604
(312) 353-5793

Pat Cloumbro
New Federal Building
1240 East 9th St.
Cleveland, Ohio 44199
(216) 522-4856

Geo. Dunbar
314 Federal Building
201 Fannin Street
Houston, Texas 70002
(713) 228-4916

William White
3000 Federal Office Building
911 Walnut Street
Kansas City, Missouri
(816) 374-3765

Leonard Hardie
7634 Federal Building
300 North Los Angeles Street
Los Angeles, Calif. 90012
(213) 688-5190

For *Mississippi Delta:*
Jim Lowe
241 Main Street
Abraham Building
Greenville, Mississippi 38701

John Hurley
1060 Broad Street
Room 220
Newark, New Jersey 07102
(201) 645-2580

Sam King
1030 Federal Office Building South
600 S Street
New Orleans, Louisiana 70130
(504) 527-2981

William Watson
346 Broadway
Room 1104
New York, New York 10013
(212) 264-1167

For *Northern Michigan:*
Joe Kasper
3000 Federal Office Building
911 Walnut Street
Kansas City, Missouri
(816) 374-3765

For *Oakland:*
Jack Walsh
17410 Federal Building
450 Golden Gate Avenue
San Francisco, Calif. 94102
(415) 556-1523

Commodore Jones
5019 U.S. Courthouse
9th and Monroe Streets
Philadelphia, Pa. 19107
(215) 597-7532

Wilbert Soltau
6026 Federal Building
230 North First Avenue
Phoenix, Arizona 85025
(602) 261-3376

For *Pittsburgh:*
Glenn Zeck
800 Vanguard Building
1111 20th Street, NW
Washington, D.C.
(202) 386-5980

Fred Romero
106 Broadway
Room 408
San Antonio, Texas 78205
(512) 225-4634

For *St. Louis:*
William Harris
3000 Federal Building
911 Walnut Street
Kansas City, Missouri

Mrs. Nancy Snyder
Room 506
1730 M Street
Washington, D.C. 20210
(202) 961-3698

URBAN CONCENTRATED EMPLOYMENT PROGRAMS SCHEDULED FOR AREAS NOT INCLUDED IN THE "JOBS" 50-CITY PROGRAM.

The project known as Job Opportunities in the Business Sector is a reality in 50 cities in the United States. However, many smaller cities are not benefiting from the Concentrated Employment Programs underway in the 50 JOBS cities.

To rectify the situation the U.S. Department of Labor's Manpower Administration has planned to expand the CEP operation by the end of Fiscal Year 1969.

If your business is located in any of the cities listed below, you can obtain information and assistance by calling the Regional Manpower Administrator in your area.

*ALBUQUERQUE, New Mexico
*BRIDGEPORT, Connecticut
*CHARLOTTE, North Carolina
*CHATTANOOGA, Tennessee
*DES MOINES, Iowa
DULUTH, Minnesota
EAST ST. LOUIS, Illinois
*FRESNO, California
*GARY, Indiana
*HARTFORD, Connecticut
HOBOKEN, New Jersey
HUNTSVILLE, Alabama
*JACKSONVILLE, Florida
*LAS VEGAS, Nevada
MANCHESTER, New Hampshire
*NASHVILLE, Tennessee
NEW BEDFORD, Massachusetts
PORTLAND, Maine
*PROVIDENCE, Rhode Island
RICHMOND, California
*SPRINGFIELD, Massachusetts
TEXARKANA, Arkansas
TEXARKANA, Texas
TRENTON, New Jersey
WACO, Texas
WILKES-BARRE, Pennsylvania

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*among the 100 largest cities. (1960 Census)

APPENDIX C

Private Sources for Training the Hard-Core in all Parts of the Country

In addition to local organizations and government agencies, there are a number of private commercial and non-profit institutions available to conduct, plan, or provide hardware for the training of the hard-core unemployed. Listed below are some of the companies that are equipped to help you with your training problems or take over the training completely.

The costs for each program are listed when possible; however, they vary widely on the basis of tailor-made programs for individual employers. When dealing with these companies, you should ask them:

- Will you meet our specific needs?
- Will the trainees be adaptable to *any* employment situation?
- Do you provide follow-up counseling services?
- Can you reach the trainee at his present level and end up by teaching him more than he already knows about how to solve personal and community problems?

It is also a good idea to ask for detailed accounts of past contracts held by the company, and the firm's specific qualifications for achieving your goals.

Most of the companies listed in this section also have field offices convenient to one or more of the nation's 100 largest cities. Contact the central headquarters for local addresses.

AVCO CORPORATION
1701 K Street, N.W.
Washington, D.C. 20006
(202) 737-5466
Contact: John B. Kelley, President, Economic Systems

This company will assist and devise training programs for business for the hard-core. They will assist in obtaining government reimbursement. AVCO has operated Job Corps Centers for the OEO, and is presently under contract by the Department of Labor and Bureau of Indian Affairs.

THE BOARD FOR FUNDAMENTAL EDUCATION
156 East Market Street
Indianapolis, Ind. 46202
(317) 639-4281
Contacts: Dr. Cleo Blackburn; Lee Henney

BFE provides industry with special materials, instructors, etc., as part of their program of preparing the unemployed for jobs in industry. The Board's total national enrollment is approximately 25,000 students.

BRUNSWICK CORPORATION
1120 Connecticut Avenue, N.W.
Washington, D.C. 20036
(202) 223-3395
Contact: Mr. William J. Blanks, Vice President, Community Resources Division

Brunswick's Community Resources Division claims to have an operating capacity in every major metropolitan area in the country. The Chicago-based company has devised programs of vocational, pre-vocational, and basic education training as well as programs in citizenship and good grooming, all aimed at the underemployed. The Division has worked with the OEO in the Job Corps program and also provides training in supervision of the hard-core worker.

DELTA EDUCATION CORPORATION
318 Republic Tower
5700 Florida Boulevard
Baton Rouge, La. 70806
(504) 926-5927
Contact: Mr. Montgomery Harlow

From transportation to the end of the first year of employment, Delta has organized a training program to run the gamut of industry's needs in training, hiring, and retaining the hard-core unemployed. The approximate cost for the firm's services is $1,650 per trainee, based on a program of at least 100 students.

FEDERAL ELECTRIC CORPORATION
(Service Associate of International Telephone and Telegraph)
620 Industrial Avenue
Paramus, N. J. 07652
(201) 967-2602
Contact: Mr. Allan J. King

FEC, working through IT&T is involved with education, training and human resources development programs for the disadvantaged. The company conceived and planned the first Job Corps Center at Camp Kilmer, N. J., and has geared its programs to workers from poverty environments.

FREEDMAN, COLE AND ASSOCIATES, INC.
1825 K Street, N.W.
Washington, D.C. 20006
(202) 223-9175

Working with the Washington, D.C., Concentrated Employment Program (CEP) has allowed FCA to aim their programs at the employability and promotability of the disadvantaged inner-city residents. The company's Washington training center is part of the U.S. Department of Labor's NEW CAREERS project.

GENERAL LEARNING CORPORATION
Clinton, Iowa 52732
(319) 234-3810 Ext. 404
Contact: Mr. John J. Grier, Manager Relations, Clinton Job Corps Center

General Learning Corporation is an educational affiliate of Time, Inc. and G.E. and is concerned with training disadvantaged as well as handicapped workers. GLC also produces "multi-media" kits for job training.

HUMAN DEVELOPMENT INSTITUTE, INC.
34 Old Ivy Road, N.E.
Atlanta, Ga. 30305
(404) 261-6853
Contact: Mr. Dan Mermin

A subsidiary of Bell & Howell, Human Development Institute, Inc., offers workshops and package programs in the fields of employment problems and race relations. One feature of the Institute program is a one-day workshop for first-line supervisors designed to help them supervise previously unemployed or underemployed workers.

LEADERSHIP RESOURCES, INC.
1750 Pennsylvania Avenue, N.W.
Washington, D.C. 20006
(202) 298-7096
Contact: Dr. Leonard Nadler, President

LRI is available to consult, develop, train, and supervise the various aspects of employing the disadvantaged. In recent years LRI has been a consultant for the government for OEO projects, such as Head Start, Job Corps, etc.

LEO KRAMER, INC.
1150 Connecticut Avenue, N.W.
Washington, D.C. 20036
(202) 296-0777
Contact: Mr. Leo Kramer

This firm is prepared to work with employers in designing in-plant basic education and orientation programs for foremen and other supervisory personnel geared to company needs. Kramer has prepared a manual for city youth coordinators in planning summer youth programs for the President's Council on Youth Opportunity, and has been a consultant on many aspects of work with, and for, the disadvantaged.

MANPOWER TEACHING SERVICES
100 West 42nd Street
New York, N.Y. 10036
(212) 244-5270
Contact: Mr. Alvin Wilson

A division of Manpower, Inc., MTS has training sessions for all types of underemployed individuals, and is a major subcontractor for training the hard-core unemployed. The company contracts with private industry and with the Federal MDTA, usually with a ratio of one teacher to six students. The estimated cost of a JOBS education and training program is $2.75 per hour per trainee.

MARKETING SURVEY AND RESEARCH CORPORATION
175 West 13th Street
New York, N.Y. 10011
(212) CH-2-6333
Contacts: Dr. Herbert Greenberg; David G. Mayer

The Corporation's program has emphasized preparation of the hard-core for sales jobs. Courses are conducted with small classes. Trainees receive human relations, role-playing, entry and above entry-level training, and personal counseling sessions. Training costs for the JOBS program would be approximately $750 per trainee.

MIND, INC.
18 West Putnam Avenue
Greenwich, Conn. 06830
(203) 869-1350
Contact: Mr. Larry Knauff, Vice President

MIND provides job-oriented basic education preparatory to training unemployed people for skilled and semi-skilled jobs. Programmed courses, with the help of audio-visual materials, range in length from 70 to 400 hours. There is also instruction in inter-group relations, personal development, etc. Costs range from $300 to $1,500 per trainee.

MOBILIZATION FOR YOUTH
214 East Second Street
New York, N.Y. 10003
(212) 677-0400
Contact: Bertram Beck

The staff of MFY will consult with industry to help develop training programs to achieve acceptance of the hard-core in new careers. Programs usually last from six to nine months, and the average cost per person in a nine-month course of remediation and training is between $2,400 and $2,800, including stipends. MFY has provided comprehensive manpower services over several years to approximately 10,000 people on New York's Lower East Side.

NATIONAL EDUCATIONAL ASSOCIATES FOR RESEARCH AND DEVELOPMENT, INC.
3301 College Avenue
Ft. Lauderdale, Fla. 33314
(305) 584-0660
Contact: James E. Brannigan

NeaRad will meet specific company requirements created by what it calls "multi-cultural" environments. NeaRad works closely with the Behavioral Research Laboratory of Palo Alto, Calif., in the use of training aids. Regional specialists work with local industries on individualized programs.

NATIONAL SKILLS CENTERS (Opportunities Industrial Center)
415 West 127th Street
New York, N.Y. 10027
(212) RI-9-2402
Contacts: Gerald M. Leonard; Leonard Sloane

This Harlem-based organization emphasizes practical field training and prepares people for technical jobs in such areas as air-conditioning installation and services, data processing and key punch, office machine repairs, and other vocations. Skill Centers students are mostly Negro and Spanish-speaking members of the hard-core. The Centers program is licensed by the New York State Department of Education and teaches many skills in Spanish. The cost is $1,000 per trainee.

NORTHERN SYSTEMS
1730 Rhode Island Avenue, N.W.
Washington, D.C. 20006
(202) 293-1263
Contact: J. O. Grantham, Vice President

The company has trained workers in many industries during the past several years using a "systems approach" for vocational or pre-vocational behavioral training for the hard-core unemployed. NS has been working in Lincoln, Nebr.; Detroit, Mich.; Houston, Texas; and Los Angeles, Calif. The company is developing programs for a number of communities and consortium groupings in its offices at Omaha, Nebr., and in the nation's capitol.

PROGRAM DYNAMICS ASSOCIATES
79 Haverhill Road
Trumbull, Conn. 06611
(202) 268-7878
Contact: Morgan Doughton

PDA conducts and consults on in-plant training and remediation programs for industry. Their principal experience has been in upgrading workers. The company has been working with semi-literate workers, and concentrates on job-related programs with emphasis on the preparation of supervisors and management. The average cost for in-plant remediation is $234 per man.

RADIO CORPORATION OF AMERICA
Building 206-2
Cherry Hill
Camden, N.J. 08034
(609) 963-8000
Contact: Anthony Bartuska, marketing department

RCA has been involved in programs of factory training, Job Corps training centers, family training centers for Indians, development of tests, programmed instruction, and special training curricula. The company provides a broad range of hardware devices and educational services available to governmental and non-governmental agencies.

SKILL ADVANCEMENT, INC.
663 Fifth Avenue
New York, N.Y. 10022
(212) 688-4210
Contact: Augustin Rivera

Although SIA has previously only dealt with upgrading programs, the firm has now entered into in-plant, high intensity training devices. Their trainees are low-skilled and underemployed, usually Puerto Rican, with some Negro students. The courses vary in length and cost.

THIOKOL CHEMICAL CORPORATION

839 17th Street
Washington, D.C. 20006
(202) 393-4530
Contact: Lawrence Mirel, Washington Representative

Over the past two years, Thiokol has trained several thousand urban and rural members of the hard-core unemployed—Negro, White, Indian, young adult dropouts and entire family units. The company has centers in Utah and New Mexico, but Thiokol's mobile training units can operate anywhere in the United States. The firm's staff can work directly with the unemployed or train others to work with them.

TRAINING SERVICES, INC.

130 Orient Way
P.O. Box 388
Rutherford, N.J. 07070
(201) 933-5880
Contact: Leonard J. Smith

Training Services conducts work orientation programs, motivation training, OJT, and supervisor training for industry and government. The company also serves as consultant to numerous companies employing what they term "marginal" and minority employees. TSI has trained people for positions which range from janitors to material handlers and machine operators. An average project lasts about six weeks and costs from $100-$500 per trainee.

TRANS CENTURY CORPORATION

1520 Seventh Street, N.W.
Washington, D.C. 20001
(202) 232-2140
Contacts: Blair Butterworth; Warren Wiggens

Using ex-Peace Corps and VISTA volunteers in many training capacities, Trans Century works to remediate trainees to a level where they can fulfill job requirements. The company is now under contract in the District of Columbia to help anti-poverty groups make 2,000 unemployed residents employable. The length of programs for an employer, curricula, and costs vary with individual needs.

UNITED STATES R & D CORPORATION

Tower Suite 6100, Chrysler Building
New York, N.Y. 10017
(212) 682-0284
Contact: Robert Clampitt

Using the program described in the MIND system, (see MIND, INC., above) USR&D specializes in bringing management and training techniques to job readiness programs which prepare unemployed and underemployed people for industrial manpower centers in four states and plans others including one for 20,000 people in New York City. Costs are between $1,400 and $1,800 per trainee for a 10-week cost.

VOLT TECHNICAL CORPORATION

640 West 40th Street
New York, N.Y. 10018
(212) 594-6184
Contact: Mr. Elliot Wolfe

Having worked with VISTA, OEO, and other community action agencies across the country, Volt specializes in recruiting, pre-job training, on-the-job training, and remediation for all beginning and low-level industrial and service jobs. Volt also works to maintain employees once on the job. The cost varies with type of program.

WESTINGHOUSE LEARNING CORPORATION

Chatham Center Office Building
Pittsburgh, Pa. 15219
(412) 255-4380
Contact: Mr. A. Whitfield

WLC's commercial and industrial division is geared to train the poor. Programs in Atterbury, Ind., Baltimore, Pittsburgh, and Washington have been developing attitudinal and pre-vocational skills. WLC works with VISTA, the Peace Corps, and the Capitol Job Corps Center in Washington. Sensitivity training is available for supervisors.

WOOLMAN SYSTEMS, INC.

717 Fifth Avenue
New York, N.Y. 10022
(212) MU-8-7600
Contact: H. Salpeter

Woolman Systems provides a comprehensive basic literacy and arithmetic program for unemployed and underemployed people, as well as drop-outs, mentally handicapped children and adults, prison inmates, and military personnel. The trainee's progress reports are computerized so that the employer can keep track of trainees' progress. Dr. Myron Woolman, a psychologist who heads the company, has designed the techniques, systems and materials used by Woolman Systems. For a typical project, the cost is $3,500 per trainee.

APPENDIX D
GLOSSARY

There are literally hundreds of agencies — public and private — engaged in some phase of work in connection with disadvantaged youth and the hard-core unemployed. In order to help you find your way through the maze, we have compiled a glossary of some of the most important programs. It is by no means a complete directory of sources of assistance, but it will help you especially to clarify the "alphabetical" confusion.

AIM — Action In Manpower: Cleveland job-training program for the disadvantaged.

ASSET — Advance Supervisory Skills through Empathy Training — New program established by the National Association of Manufacturers to train supervisors in dealing with hard-core unemployed or minority group members. One-day workshops held all over the country.

BOARD OF FUNDAMENTAL EDUCATION — Non-profit organization that pioneered in educating dropouts and functional illiterates — provides basic education courses to industry on a fee basis. Headquarters in Indianapolis.

CAA, CAP — Community Action Agency — Contracts with Office of Economic Opportunity to administer Community Action Program, coordinating practically all Federal anti-poverty projects in a city or rural area. Termed Community Action Project in some municipalities.

CAMPS — Cooperative Area Manpower Planning Systems — A locally-oriented system developed under the Department of Labor in 1967 to meet the need for joint planning and coordinated action in manpower development and related fields. Serves as a link between Federal, state and local agencies.

C.E.P. — Concentrated Employment Program — Created in March 1967 to place all Federal job training programs in selected cities and rural areas under one sponsor. Administered by the U. S. Department of Labor. (See Appendix C, for a list of 50 planned CEP cities.)

FPR — Federal Procurement Regulations — Available from the Government Printing Office in Washington; covers all government contracts.

JOBS — Job Opportunities in the Business Sector — Major Federal program to find work for hard-core unemployed. Sponsored through the National Alliance of Businessmen in 50 major cities.

JOBS-NOW — Work Training Programs in Chicago and Cleveland.

JOIN — Job Orientation In Neighborhoods — A government agency at the local level which was designed to recruit and train the disadvantaged and serve as a feeder program for jobs. Superceded in some communities by NMSC.

MA-1-67 — 18 month experimental program in small number of cities under the Manpower Development and Training Act to fund on-the-job training with a private employer under subcontract. Program now superseded by MA-3.

MA-2-67 — Second experimental Federal program — MA-1 *plus* fixed unit-cost approach, *plus* a requirement that the training contractor employ the people he trains. Contractor had to train a minimum of 50 employees under a 21-month fixed-price contract. Now superseded by MA-3.

MA-3 — Current major Federal program for funding hard-core training. Closing date for proposals was May 15, 1968 but contracts will run through 1970. May be the model for future MA-4. Basically the same as MA-2, but with these changes:

- Prime contract period extended to 24 months.
- No individual trained beyond 12 months (means employer can handle two groups of trainees).
- No minimum number of trainees required (opens program to small business and industry).
- Smaller concerns can join together in consortiums and apply for a training contract.

MDTA — Manpower Development and Training Act of 1962 — Basic Federal legislation covering on-the-job training programs. Administered by the U. S. Department of Labor. Sets up centralized "Skills Centers" for grouping many occupational training programs and supportive services, generally under public school administration. Thus, education, training, counseling can be centralized to provide maximum utilization of local facilities. Provides funding for on-the-job-training through the NAB.

MIND — Methods of Intellectual Development — Provides basic education and skills training, using teaching machines, on a fee basis. Subsidiary of Corn Products: headquarters in Greenwich, Connecticut. (See Appendix C for details.)

NEW CAREERS — Provides jobs for unskilled in public-service field by restructuring professional vocations — does not affect private employers. Run by U. S. Department of Labor's Bureau of Work Training Programs.

NMSC —Neighborhood Manpower Service Centers — Successor to JOIN. Recruits and trains the under-employed and the under-educated in preparation for jobs in industry.

NYC — Neighborhood Youth Corps — Two-part OEO job-training program for 14-21 year olds. In-school programs aim at preventing drop-outs by providing part-time jobs that simultaneously give valuable experience. The largest of the programs that provide work experience for those not yet ready for competitive employment.

OEO – Office of Economic Opportunity – Independent Federal agency given major responsibility for anti-poverty programs.

OIC – Opportunities Industrialization Centers – Private non-profit program of Negro self-help that trains minority group members for jobs. Started in Philadelphia; now has more than 65 centers in cities across the nation. Provides trained workers for an industry on a fee basis. A "feeder" program prior to skill training is a unique element designed to increase the trainees' employability.

OJT – On the Job Training – Program set up by the Department of Labor under the Manpower Development and Training Act of 1962. Reimburses employer for time his skilled workers and supervisors spend on training new workers.

OPERATION MAINSTREAM – Offers opportunities for adults similar to those provided for youth under NYC. Gives experience and training to chronically unemployed adults in rural areas through jobs on community improvement projects. Administered by the U. S. Labor Department's Bureau of Work Training Programs. Does not affect private employers.

PHD – Program for Human Development – Basic education program, devised by MIND, Inc., which seeks to raise educational level three to five grades in one hundred sixty hours of training.

RFP – Request For Proposal – Federal Government announcements asking for proposals for a contract to carry out a project, such as a private employer's MA-3 job training program.

SEED – Skills Escalation and Employment Development – Joint government-industry program to provide metal-working training for unemployed in Newark, N.J. disadvantaged neighborhoods.

SPECIAL IMPACT PROGRAMS – Aim to improve conditions in city areas containing large numbers of poor people. Manpower training provided on community development projects; does not affect private employers. (But gives business and industry cash incentives to move into such areas.)

STEP – Solutions To Employment Problems – Program of the National Association of Manufacturers designed to achieve more effective utilization of human resources through industry's hiring of hard-core unemployed and other disadvantaged persons.

VISTA – Volunteers In Service To America – A domestic Peace Corps.

WORK INCENTIVE PROGRAM – Encourages welfare recipients to get a job by allowing them to continue to receive a portion of their welfare payments. Does not affect employers who hire such workers. Administered by U. S. Department of Labor's Bureau of Work Training Programs.

WTI – Work Training in Industry – On-the-job training program for Neighborhood Youth Corps members who have dropped out of school. Part of the Federal anti-poverty program but administered by the U. S. Department of Labor.